Crowe

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Douglas County, CO
Enterprise Resource Planning System and Services

Statement of Work
June 19th, 2024

Exhibit A – SOW #1

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1. Scope of Services

a. Services

Crowe will execute the following milestones during SOW #001:

- Initial Planning and Preparation (DED 1)
- Capacity Assessment (DED 2)
- Kickoff Meeting (DED 1)
- Technical Installation (DED 6)
- Operational Reviews / Requirement Gathering (DED 3)
- Prototyping Prep (DED 7)
- Organizational Change Management (Analysis & Build of OCM Plan) (DED 37 & 38)

During operational reviews, Crowe and the County will work to firm up current assumptions and clarify scope for SOW # 2 and #3. Please note, that we may not remove all assumptions as those assumptions may need to remain until we execute a particular portion of the project.

b. Software / Modules

To address your requirements and goals, we are proposing Microsoft Dynamics 365. Dynamics 365 is recognized by such independent research groups as the Gartner Group and Forrester Research, Inc. to be industry leading ERP application software. A summary of how the overall solution meets your requirements is outlined below. Note, our responses to the specific detailed functional requirements have been included in Appendix A.

Functional Requirement Area	Proposed Software
• Accounts Payable	• Dynamics 365 Accounts Payable • Dynamics 365 Cash & Bank Management
• Accounts Receivable	• Dynamics 365 Accounts Receivable
• Bid Management / e-Procurement	• Dynamics 365 Procurement & Sourcing
• Budgeting	• Dynamics 365 Budget Planning & Control
• Cash Receipts	• Dynamics 365 Accounts Receivable • *(see note below)*
• Contract Management	• Dynamics 365 Procurement & Sourcing • Crowe Contract Manager
• Fixed Assets	• Dynamics 365 Fixed Assets
• General Ledger / Financial Reporting	• Dynamics 365 General Ledger • Dynamics 365 Financial Reports/Power BI
• Grant Management	• Dynamics 365 Projects & Grants
• Project Accounting	• Dynamics 365 Projects & Grants

Assumptions

1. It is assumed the County will implement an out-of-the-box Dynamics solution without customization of source code, except where explicitly indicated otherwise in this statement of work (i.e., details included in the Customizations Section), and the County is willing to consider changes to accounting and/or operational processes to conform to standard functionality of the Dynamics modules.
2. Our services include mandatory and desirable requirements that have been marked with a "S", "C", "F", and "T" in Response column of the Scope of Work – Functional Requirements matrix, and do not include a comment specifically noting they are out of scope for the implementation. Notes would be in the requirements matrix, as well in the statement of work (e.g., Assumption Section and other comments throughout the statement of work). **Please note, Human Resource, Recruiting, Applicant Tracking, Payroll, and Time and Attendance functionality may be listed as S, C, F, or T but are NOT in scope.**
3. During the review of requirements and the operational reviews planned for the project, Crowe will work with the County to confirm the requirements (from the RFI) and will analyze and document any functional gaps. The requirements will formulate the basis for system review during prototyping sessions (including initial core user training), conference room pilot, and end user training.
4. Any changes to existing screens, inquiries, forms, and out-of-the-box reports (label changes, addition of fields, adding selection criteria) will be considered out of scope and will be addressed through the project change control process, unless otherwise stated in the statement of work.
5. Any custom configuration (personalizations) to the workspaces will be performed by the County.
6. It is assumed that out-of-the-box reports will address the County's standard reporting needs for this implementation, unless otherwise indicated in this response. We will work with appropriate County team members to review reports using the pre-packaged Dynamics reports or reporting tools / wizards.
7. It is assumed that standard out-of-the-box Dynamics workspaces will be used by the County. Any custom configuration (personalizations) to the workspaces will be performed by the County.
8. For the purchasing module, it was assumed that core purchasing is included in the implementation (e.g., processing requisitions, purchase orders, purchase contracts, solicitations, and vendor portal including vendor registration). It was assumed that vendor catalogs using XML is not in scope and can be implemented in a later phase.
9. It is assumed that a single legal entity will be implemented.
10. It is assumed that only one supplier catalog is in scope. Crowe will train the County to set up other supplier catalogs.
11. It is assumed that the County will lead the on onboarding of their vendors on to the vendor portal. Crowe will train the County on how to onboard a particular vendor, however, that the County will own the interaction with vendors to sign on to the portal, train vendors on how to use the portal, and troubleshoot vendor portal issues.
12. Crowe assumes the County will provision a preliminary vendor registration form on their website where vendor base data will be captured to start the registration process. Vendor base data includes basic information like company/username, email address and phone. Crowe will work with the County to connect the County provisioned vendor form to Microsoft Flow and Microsoft Dynamics.

13. The County will be responsible for working with its vendors including all vendor communications, training, etc., as well as technical configuration and setup for the vendor portal.
14. Crowe will build business unit specific security policies for up to 31 business units (department or division), which will limit the data that business unit can see within Dynamics 365. Crowe will utilize the Dynamics 365 Security Policy framework to build business unit level security for the County across the following types of data at both the header and line level: Vendors, Vendor Purchase Requisitions, Vendor Purchase Orders, Vendor Purchase Agreements, Vendor Product Receipts, Vendor Invoices, Vendor Payments, Vendor Transactions, Customers, Customer Free Text Invoice, Customer Recurring Invoices, Customer Transactions, Customer Payments, Projects, Grants, Project Transactions, Grant Transactions, Fixed Assets, Fixed Asset Transactions, Travel Requisitions, Expense Reports, Cash Advances, Budget Plans, Budget Register Entries, General Budget Reservations, General Journals and General Ledger Transactions.
    - Crowe assumes that a maximum of five (5) dimensions can be used when building read / write security.
    - Crowe assumes that for read access, at the header and line level, the County will leverage a Workflow (Security) Department field. One or more users can be associated to a Workflow (Security) Department.
    - Smart filtering is the process in which a financial dimension entered drives the next financial dimensions available values. Crowe assumes that if the County leverages smart filtering, Microsoft Dynamics smart filtering will flow left to right / start to finish.
    - Crowe assumes that the County will be critical in the testing of Security Policy. Crowe assumes the County will test the security policies in a timeframe consistent with the project schedule, with Crowe's assistance.
15. Crowe and the County will work together to evaluate the future account structure and financial reporting needs. The final solution will leverage the features and flexibility within Dynamics for 'dimensions' and financial reporting. It is assumed that Crowe will assist the County in designing/rationalizing the chart of accounts (i.e., natural account) and the County's reporting structure (comprised of Dynamics 'dimensions' and the natural account) by applying industry standards and facilitating discussions among the County groups to arrive at an agreed-upon structure to support the County moving forward. **Please reference section 3b. Implementation - Chart of Account Redesign for more detail.**

c. Data Conversions

The following table outlines the specific data conversions to be performed. For all automated data conversions listed below it is assumed that the County will export the data in a file format provided by Crowe (Excel-based), and Crowe will import the data into Dynamics.

Please note, we do anticipate starting Data Conversion efforts within SOW # 1 and SOW # 2. However, we will not complete Data Conversion activities until SOW # 3.

Data Element	Comments
GL - Chart of Accounts	The County will provide a single file for the chart of accounts that Crowe will import. *Crowe will work with the County to reconfigure their chart of accounts.* *See Chart of Accounts restructuring for more details.*
GL - Summary Balances	Crowe will convert two years of GL History (summary balances by month), and will train the County on the tools to use to convert and validate any remaining years, if desired.
GL – Budget	Crowe will convert the current year budget, and will train the County on the tools to use to convert and validate any other budget years, if desired (e.g., prior year budget).
Budget Plan	The County will provide Crowe with a single file containing the County prior year budget by GL account
Workers / Positions	The County will provide Crowe with a single file containing workers (employees) and their position assignments.
Vendors	Includes vendors, 1099 balances and ACH bank information
Vendor ACH bank	The County will provide Crowe with a single file containing vendor ACH bank information to associate to the vendor master file.
Vendor Procurement Categories	The County will provide Crowe with a single file containing vendor assigned procurement categories (NAICS, NIGP, etc.) to associate to the vendor master file.
Open Purchase Requisitions	The County will provide a single file of open purchase requisitions (header and line information). Crowe will convert these into Purchase Requisitions in Dynamics. If there are a limited number of open purchase requisitions, it is our recommendation that that the County enter them manually into the new Dynamics system.
Open Purchase Orders	The County will provide a single file of open purchase orders (with header and line information). Crowe will convert these into Purchase Orders in Dynamics. If there are a limited number of open purchase orders, it is our recommendation that the County enter them manually into the new Dynamics system.
Open Purchasing Contracts	The County will provide a single file with its open purchasing contracts and Crowe will convert the contracts into Purchase Agreements in Dynamics.

Data Element	Comments
Contracts	The County will provide a single file with up to five contract templates, including terms and conditions within the contract template.
Open Payables	Crowe and the County will work together to determine the volume of transactions associated with Open Payables. If there are a limited number of these transactions it is our recommendation that the County enter them manually into the new Dynamics system.
P-Card transactions	The County will provide Crowe will a single file containing open and closed p-card transactions.
Procurement Categories	The County will provide a single file with its procurement category hierarchy, as well as the default expense account codes associated with them.
Customers	Includes customers and open balances
Open Receivables	Crowe and the County will work together to determine the volume of transactions associated with Open Receivables. If there are a limited number of these transactions it is our recommendation that the County enter them manually into the new Dynamics system.
Unreconciled Bank transactions	The County will provide Crowe with a single file of unreconciled bank transactions as of a specific date. Crowe will import unreconciled bank transactions for bank reconciliation.
Open Travel Requisitions	The County will provide a single file of open travel requisitions (header and line information). Crowe will convert these into Travel Requisitions in Dynamics. If there are a limited number of open travel requisitions, it is our recommendation that that the County enter them manually into the new Dynamics system.
Open Expense Reports	The County will provide a single file of open expense reports (with header and line information). Crowe will convert these into Expense Reports in Dynamics. If there are a limited number of open expense reports, it is our recommendation that the County enter them manually into the new Dynamics system.
Fixed Assets	Includes fixed assets and book value
Grants and other Funding Sources	Crowe and the County will work together to determine the volume of grants and other funding sources used to fund capital and operating activities. If there are a limited number of these it is our recommendation that the County enter them manually into the new Dynamics system, otherwise the County will provide a single file with its grants and other funding sources.
Projects	Includes project information for open projects, project budgets and beginning project balances. It is assumed that the accumulated expense summaries project-to-date will be converted by category and loaded as part of the beginning project balances. Detailed expense transactions have not been included in the projects conversion process and estimate. To create projects the conversion will also create “project contracts” in Dynamics (which are not vendor or legal contracts, but rather a mechanism for linking funding to projects, e.g. Project revenue budgets). The project contracts created as part of the

Data Element	Comments
	automated conversion will be placeholders and will require the County to: 1. Specify funding sources (from those converted and/or from "internal" funding sources), and 2. Specify and add funding limits and funding rules, which will not be converted through an automated conversion.

- For all data elements, Crowe will provide the County an Excel-based workbook containing the format necessary for each element to import into Dynamics. The County will review the elements and map them to the appropriate fields in the County's source system(s). Additionally, the County will provide Crowe with the data in a format that can be imported into the Excel workbook. If needed, the County can filter and/or transform the data in Excel prior to the final conversion into Dynamics.
- It is assumed that any analysis and data preparation of the County's historical financial data, including mapping of data to file formats required for conversion, will be performed by the County.
- It is assumed that for any data conversions that include general ledger account numbers – the County will provide Crowe with the account numbers already mapped to account numbers that will be used within Dynamics.
- It is assumed that in-process (open) solicitation/solicitation bids will be entered in manually by the County. Crowe will provide direction on how to manually enter these records.
- Given the expected lower volume of data, it is assumed that the County will manually enter open purchase requisitions, open purchase orders, and open purchase contracts into Dynamics.
- Please note, Crowe will only load open transactions. Any closed historical transactions: purchase requisitions, purchase orders, AP invoices, AR invoices, and project transactions will NOT be imported.

Historical Transactions

- Crowe will only load open transactions into Dynamics. No time has been included in this statement of work to convert historical data (outside of 2 years of GL balances). Any closed historical transactions: purchase requisitions, purchase orders, AP invoices, AR invoices, and project transactions will NOT be imported.
- Closed projects and or funding sources may need to be imported in order to load historical balances for reporting purposes. Crowe has identified specific combinations of projects and funding sources that could be imported alongside their historical summarized balances. Transaction level balances can be loaded for open projects and open funding sources.

Funding Sources	Project	Conversion scope
Open Funding Sources	Open Projects	In scope for conversion
Open Funding Sources	Closed Projects	In scope for conversion (so we can track every dollar of open funding source)
Closed Funding Sources	Open Projects	In scope for conversion (so we can track every dollar of open project)
Closed Funding Sources	Closed Projects	Not in scope for conversion

- The County may choose to convert summary balances, or use "historical conversion" dummy projects and funding sources for older historical balances. For instance, if a bond issuance (from 2002) is still open, and the County needs to account for every dollar of that bond – the County may decide it does not need to associate each dollar to specific projects from 2002. Instead, the County may choose to utilize a "historical conversion" project to account for older dollars spent from that bond. This decision can be discussed further during the implementation.
- Please note, Microsoft does not provide a reasonable way to import historical transactions into the system. In order to get historical information into the ERP system, the transactions would need to be imported as open, and then processed. We never recommend this – as it is costly/labor intensive and open to significant error. A customer can also create a separate data warehouse for historical transactions.
- Most of our customers keep their current systems available for a year or so, to a limited number of users for read-only access, in the event that someone needs to look up a 'document' that was closed prior to cutover (e.g., purchase order, AP invoice, etc.). They may also provide this access to their auditors for any of the closed transactions processed in that fiscal year prior to conversion as well.

Assumptions

1. A description of the automated data conversions included in the statement of work and cost estimate have been outlined in the Data Conversion Section.
2. It is assumed that the setup of any ancillary tables to support the automation of sending purchase orders and purchase agreements will be setup manually by the County.
3. All master data and dynamic data elements not explicitly targeted for automated data conversion will be manually entered into Dynamics by the County team members. Ancillary tables to support the electronic conversion will be manually loaded or entered by the County. Crowe will work with the County to develop a plan that identifies these ancillary tables.
4. The County is solely responsible for extracting required data into a format specified by Crowe for electronic or manual migration into Dynamics.
5. The County is solely responsible for the integrity of data converted to Dynamics.
6. Data conversions will be formally executed two times - once prior to the conference room pilot (to provide realistic base data for purposes of appropriately testing and validating the system) and once as a part of the production cutover.

d. Interfaces

Crowe and the County will gather requirements during SOW #1. During this time, we will gather additional requirements regarding integrations so that we create scope for SOW #2 and SOW #3. Please note, during requirement gathering sessions we will not get down to the functional specification (FDD) level. Deeper requirement gathering for integrations will occur during SOW #3, specifically DED 11-14.

e. Reporting

- **Standard Dynamics Reports & List Pages:** It is assumed that standard Dynamics reports will address the County's reporting needs for this implementation. Crowe will work with appropriate team members to review reports using the pre-packaged Dynamics reports or reporting tools / wizards.
- **Financial Statements / Reporting:** Crowe will work collaboratively with The County members to configure approved versions of the financial statements. The County will leverage Financial Reporter to configure these reports. Crowe will work with the County team members to configure approved versions of the following financial statements:
    - Statement of Net Position
    - Statement of Revenues, Expenses and Changes in Net Position
    - Cash Flow Statement.

  We have included 100 hours to assist the County in establishing the layouts of these statement statements, and training County team members in mapping accounts into the statements. The County will be responsible for completing the mappings.

  As referenced in Section 5.B.2, this estimate is based on the order of magnitude effort to complete the reports listed above. Barring a change of scope, or the County actions that would require Crowe to re-work material portions of the deliverable that are not tied to Crowe correcting deficiencies in the agreed upon deliverable, the forms listed below will be completed within the current cost of this SOW.
- **Business Intelligence / Power BI:** Dynamics 365 also offers a comprehensive set of data entities and Business Intelligence tools, like Power BI, that allow end-users to create additional reporting. **Crowe has included 40 hours to assist the County with additional Power BI reporting as part of the project.**

  Crowe and the County will work together to determine if additional reporting desired requires data entities within Dynamics 365. Crowe will provide an overview of the specific data entities within Dynamics 365, as well as assist the County in developing reporting leveraging the data entities (if desired). We will also provide two days of BI-specific training session for up to 15 participants each (as outlined in our Training Plan/ Knowledge Transfer Section) to help the County develop an understanding for how to utilize the data entities in building reports.

Assumptions

1. It is assumed Crowe will be responsible for the initial setup of the County core user roles and security prior to cutover. Crowe will train the County on user security/setup, and the County will be responsible for setting up all other the County users as well as ongoing maintenance of user roles/security.
2. We do anticipate starting Reporting efforts within SOW # 1 i.e., gathering requirements. However, we will not complete Reporting activities until SOW # 3.

f. Pre-Formatted Forms

As referenced in Section 5.B.2 Crowe budgeted up to 360 hours to customize forms included in Dynamics. The custom forms will be designed using a functional design document and will then be built to that specification. Custom forms within scope for this project include the following. It is assumed that a single format for each form will be developed. **As referenced in Section 5.B.2, this estimate is based on the order of magnitude effort to complete the forms listed below. Barring a change of scope, or the County actions that would require Crowe to re-work material portions of the deliverable that are not tied to Crowe correcting deficiencies in the agreed upon deliverable, the forms listed below will be completed within the current cost of this SOW.** *Please note, we do anticipate starting Pre-Formatted Form efforts within SOW # 1 i.e., gathering requirements. However, we will not complete Form activities until SOW # 3, specifically DED 17 Preformatted Forms Design & Development.*

- Printed Purchase Order
- Purchase Agreement
- Check Format
- Customer Invoice
- Customer Statement
- Customer Letter
- Vendor 1099 form
- Vendor 1099 NEC form
- Vendor 1099 S form

Assumptions

1. It is assumed that the County will leverage the standard out of the box form for purchase requisitions, solicitations, and project invoices.
2. It is assumed that a single format will be developed for each of the pre-formatted forms listed in the Pre-Formatted Forms Section. Should the County need additional formats to be developed, Crowe and the County will work together to determine the scope of the effort and additional cost.
3. We do anticipate starting Pre-Formatted Form efforts within SOW # 1 i.e., gathering requirements. However, we will not complete Form activities until SOW # 2.

g. Workflows

Below we have outlined a summary of the expected workflows included in this statement of work. Crowe has included time to review these workflows for their applicability to the County's requirements and to determine the business process flow for each. Crowe will lead the development of the expected workflows, and we have included up to 300 hours to configure these workflows in the final solution*. Please note, we do anticipate starting Workflow efforts within SOW # 1 i.e., gathering requirements. However, we will not complete Workflow efforts until DED 29: Conference Room Pilot (final signoff).*

As referenced in Section 5.B.2, this estimate is based on the order of magnitude effort to complete the workflows listed below. Barring a change of scope, or the County actions that would require Crowe to re-work material portions of the deliverable that are not tied to Crowe correcting deficiencies in the agreed upon deliverable, the workflows listed below will be completed within the current cost of this SOW.

- It is assumed that the workflows will be of medium complexity. If overly complex branching logic is needed, Crowe and the County will work together to determine the additional effort and cost. It is assumed that a common 'template' would exist for each workflow, and while the users would likely vary across departments, the general methodology for routing and processing reviews/approvals would remain fairly consistent for that workflow. *Note, an example of overly complex branching logic would be if the County requires different signing rules limits by position/job, approval hierarchy, or condition-based decisions within a department. – in essence requiring more than one workflow for each department.*

- Crowe will also train the County on how to configure and maintain workflows within Dynamics (included in system administration training). Workflow configuration is done within the Dynamics solution and is not a separate or distinct tool.

- Should the County desire additional assistance with workflows, Crowe and will work together to finalize the additional effort and cost.
    - **Accounts Payable**: 2-3 workflows, e.g., vendor disbursement, vendor invoice, vendor invoice approval journal
    - **Accounts Receivable:** 1-2 workflows, e.g., customer free text invoice, customer payment
    - **Budgeting**: 2-3 workflows, e.g., budget register entry, budget adjustments, etc.
    - **Cash & Bank Management:** 1 workflow, e.g., bank reconciliation journal approval
    - **Contract Manager:** 2-3 workflows, e.g., contract template approvals
    - **Debt Manager:** 1-2 workflows, e.g., debt records, debt payments
    - **Fixed Assets:** 1 workflow, e.g., ledger post fixed assets journal
    - **General Ledger:** 1-2 workflows, e.g., ledger journal approval, advanced ledger entry approval
    - **Procurement & Sourcing**: 4-5 workflows, e.g. purchase agreement review/approval, purchase requisitions/purchase order change, purchase requisition, vendor addition (onboarding), vendor category addition (onboarding), vendor status change
    - **Project Management & Accounting:** 2-3 workflows, e.g., review budget revision, review timesheet, review project invoice proposal

h. Customizations

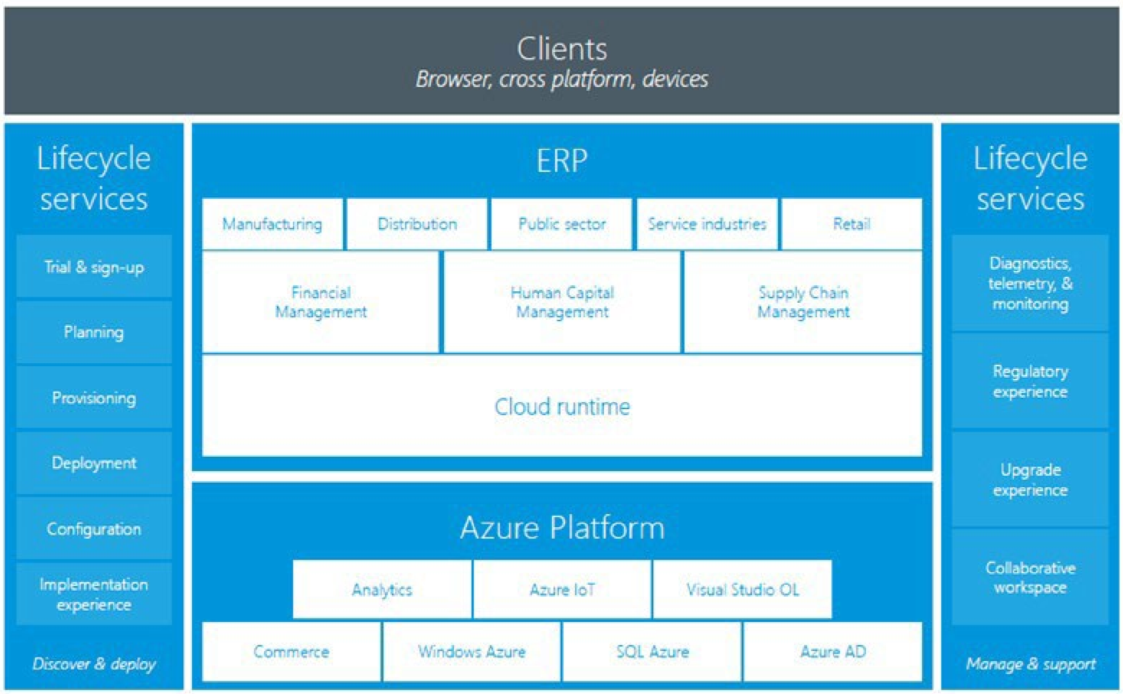
Given the strength of Dynamics 365 coupled with the Crowe Solution for State and Local Government, we have proposed the following customizations. *Please note, we do anticipate starting Customization activities within SOW # 1 i.e., gathering requirements. However, we will not complete Customization activities until SOW # 3, specifically DED 15-16.*

Transparency Flag (Requirement 1.21): Crowe will build a customization that give the County the ability to report on payments to include or exclude due to sensitive nature for transparency reporting. (Flag to exclude from transparency reports.) Crowe will include this flag in one payment report.

Expose Solicitations (Requirement 5.03): Crowe will build a customization that gives the County the ability to interface online to post RFPs, RFQ's, quotes, bids. Crowe assumes that we will send solicitation documents to the County website.

2. Technical Architecture / Environments

We have proposed Dynamics 365, which is a cloud-delivered Enterprise Resource Planning (ERP) service, built on and for Microsoft Azure. The various elements of service provided as part of Dynamics 365 are represented in the diagram below:



Below we have provided an overview of the Azure deployment architecture. For this statement of work, we have included time to establish the following environments:

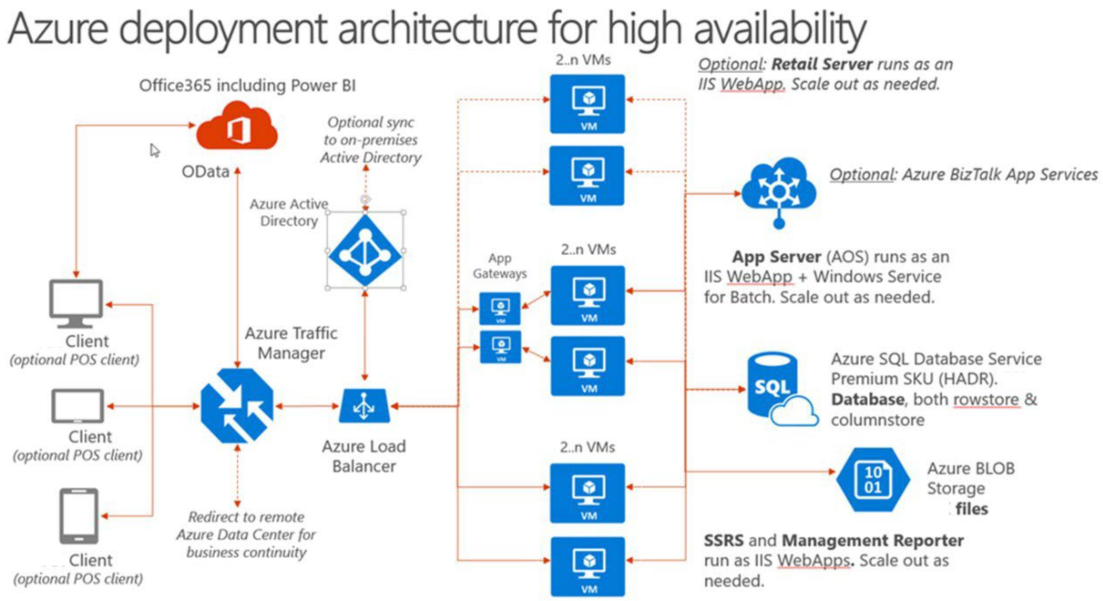
- Development environment *(Sandbox Tier 1 environment)*
- Test environment *(Sandbox Tier 2 environment)*
- QA/Safe Set environment *(Additional Sandbox Tier 2 environment)*
- Production environment
- Development resources – 4 Developer *(Additional Sandbox Tier 1 environments)*

Please note, production environment comes with disaster recovery and high availability. Additional details can be found in the Microsoft Dynamics 365 for Finance and Operations – Service Description brochure.

For SOW #1, we assume the County will procure minimum licensing needed to establish an environment with Microsoft. Crowe has provided the necessary licenses in a separate document, and we will continue to work with the County on procuring necessary licenses with Microsoft for both SOW #2 and SOW #3 in mind.

High-Level Architecture

The following diagram represents a high-level architectural design of the Azure deployment service that Microsoft designs and maintains as part of the subscription service. Please reference Microsoft's Brochure (Microsoft Dynamics 365 for Finance and Operations – Cloud Service Operations) for a complete description of the services included with Dynamics 365.



Assumptions

1. It is assumed that Crowe resources will have secured, external access to the Dynamics environments in order to be able to configure and develop against the Dynamics environments remotely, when needed. This will also be a requirement for purposes of support.
2. Crowe will work with the County to install and configure the document routing agent to connect the County's network printing devices to Dynamics 365.

3. Implementation

a. Implementation Approach

Below we have provided details for each of the activities associated with the Dynamics implementation. For SOW #1, Crowe will execute preparation and planning activities, capacity assessment, requirement gathering and organizational change management services. *Please note, we have also outlined the details of our organizational change management methodology in Section 3c Change Management Approach. For SOW #3, we will focus on executing our OCM Plan built during SOW #1.*

1. Prepare

1.1 Initial Planning and Preparation

At the outset of the project, we will confirm expectations and finalize a plan that both Crowe and the County are in agreement with. We will work collaboratively with the County to finalize the plan, timeline and resources needed from both organizations. We will identify the steering committee members needed to drive the direction of the project. Crowe and the County will establish the vision and goals for the system & implementation. We will work together to finalize the scope, including the project objectives.

1.2 Kickoff Meeting

Crowe will work with the County to prepare for and execute a kickoff meeting with key individuals across your organization. This meeting will help introduce key County staff to the vision and objectives for the project, so people understand the goals for the project, what is expected and the overall approach and timing.

1.3 Capacity Assessment

Crowe will work with the County to prepare for and execute a capacity assessment review to assess the County's ability to properly staff the ERP project. During initial planning, Crowe will work with the County to build a plan, identifying 10 business areas within the County where capacity assessment work is required. Once a plan is mutually agreed to, Crowe will execute capacity assessment sessions with respective subject matter experts, previously identified, to gauge readiness to absorb 2-3 days on average per week in order to ensure a successful ERP implementation. Finally, Crowe will develop a capacity assessment deliverable, outlining each business area, our assessment of readiness, and recommendations to address inadequate capacity, if applicable.

2. Configure

Configure

2.1 Technical Infrastructure, Installation and Training

Four environment types will be provisioned to support the project - including production, QA/safe set, test and development. It is assumed that the environments will be established within the Microsoft Azure Cloud. Crowe will lead the setup of the environments and will work with the County staff during some of the setup activities to help accelerate the knowledge transfer (if desired). Crowe will work with the County to setup initial County access to the environment in preparation for prototyping sessions. Closer to cutover we will work with the County to make sure the necessary user access has been setup in production. A System Administration Training course (two days) will be provided to the technical team. *Please note, Crowe has included up to 40 hours of additional training time to support IT needs specifically in the workflow areas of the system.*

2.2 Gather/Finalize Functional Requirements

Crowe will work with the County to perform an operations review for your current functions. This will allow us to better understand your processes and requirements of the system. We will begin with the requirements included in the RFI and leverage our best practices and experiences during this time. We will meet with key business users at the County to review and confirm the detailed requirements that need to be supported with the new ERP system. We will group the detailed requirements into business scenarios that can be modeled during our prototyping sessions. Finally, we will build future state flow diagrams for eight (8) flows determined by the County and Crowe.

2.3 Prepare for Prototyping

In preparation for prototyping sessions, we will determine how to effectively configure Dynamics to support your requirements. We will document the initial configurations and begin to establish the necessary configurations and test data prior to prototyping sessions. *Note, as a part of the prototyping sessions, Crowe and the County will work collaboratively to finalize how to best configure Dynamics.*

2.4 Execute Prototyping (Configure System)

During prototyping we will provide high-level education to core users at the County, so you understand how the Dynamics system works. We will also review the business scenarios outlined and work collaboratively to review our initial configurations to determine if they appropriately meet the County's needs.

Crowe and the County will work together to refine the configurations as we model your business processes and requirements in the new system. We will facilitate collaborative sessions with the County core users to view the Dynamics system and determine the necessary Dynamics configuration to meet finalized functional requirements. During prototyping if changes are identified (business or technology) we will work together to document those changes and the potential impact. Crowe will work to configure the Dynamics system and will also document the initial business/data requirements for any data conversions, interfaces, custom forms/reports and/or enhancements needed in the final solution. As a part of the system configuration activities, we will also work with the County to redesign your chart of accounts. *Please reference the Chart of Account Redesign Section of the Statement of Work for more detail.*

Note, should the scope/amount of effort and/or timing differ from what is included in the statement of work, Crowe and the County will work together to mutually agree upon the approach.

2.5 Technical Design and Development

This step involves converting data from existing systems, and creating the necessary integrations, reports and/or other customizations – if needed. The technical design and development takes place as a result of the decisions made during prototyping – since at that point the core users from the County should have a better understanding of how the final solution will need to come together.

For all technical design and development activities, we will work collaboratively with the County to finalize the business and technical requirements for each item; create a technical design and develop each item; test that each item works as expected - both from a business as well as a technical perspective - and execute integrated testing across all items to make sure that the full system works as expected. The technical changes will be fully tested by the County during the conference room pilot in the next phase.

3. Validate

3.1 Develop Tailored Procedure Documents

Crowe will develop detailed procedure documents, tailored to the County's configurations, that outline the steps required to execute key activities within the new system. The procedure documents will include stepped instructions for performing business tasks within the Dynamics system, including annotated screen shots that help to guide the user through the system. These procedure documents will be validated by the County during the conference room pilot. They will also be used to assist with end user training at the County once the conference pilot is complete.

3.2 Prepare for Conference Room Pilot

Crowe will develop the plan and detailed schedule for the conference room pilot where the County will validate that the system operates as expected based on the business requirements finalized during Step 2.2. We will organize the business scenarios into a logical schedule to validate the system. We will also prepare the pilot environment including initial data setup and user roles.

We will also provide the County core users with a list of 'homework' exercises that they will be responsible for completing so they become well versed in using Dynamics and verifying the final configuration of the system.

3.3 Execute Conference Room Pilot (Validate System)

The purpose of conference room pilot is for the County core users to review and test the system to make sure it meets the business decisions made during prototyping. This includes thorough testing to validate the Dynamics configurations, processes/

procedures, data setup and conversions, interfaces with other systems, customizations and the general performance of the system. It is expected that data from your current system(s) will be used during the Conference Room Pilot to validate the Dynamics solution. This will allow the County to run parallel tests and validate prior to cutover to production.

Crowe will organize and facilitate the conference room pilot sessions. The core users at the County will execute the pilot scripts and validate the system meets the business decisions made during prototyping and will support your business needs. We will work with you (at the conclusion of this testing) to sign off on the final system.

4. Deploy

4.1 Train End Users

Instructor-led training will be provided on-site at the County and through remote sessions. Crowe personnel will provide the instructors for training sessions. In addition, the training exercises will be customized for your unique needs and all training exercises will be conducted on your actual system. This will allow your users to train on a system with your actual chart of account structure, configuration settings and realistic data.

End users across the County need to be trained on the new business processes and system prior to cutover. We will leverage a hybrid 'train-the-trainer' approach and Crowe will lead two end user training class for each functional area with the core user(s) helping support each training session. All subsequent classes will be led by the County core users. Procedure documents will be used as the basis for the training.

Please note, our experience has been that having core users at our clients participate in a 'train the trainer' approach as described above with Crowe leading the first class, has been a key element in helping our clients become more comfortable and self-sufficient with the new system. Please reference the Training / Knowledge Transfer Section for more details on training throughout the implementation across all user groups.

4.2 Develop and Execute the Cutover Plan

Crowe will document the activities to be performed prior to, during and after the cutover to the new system. This typically includes cutoffs to old systems, initial steps in the new system, etc. We specify the sequence of activities to take place, date/time and the person responsible. Crowe will work collaboratively with the County to coordinate and execute the cutover plan activities and communicate progress. It is typically helpful if you can identify a single point of contact for updates on progress and completion of activities (e.g., County Project Manager).

4.3 Conduct Readiness Review / Cutover to New System

Crowe will conduct a review to assess the County's readiness to cutover. This includes data, procedures, documentation, people/training and the final system. It is important for the County personnel to demonstrate readiness (including running the operation using the new system) before we cutover to the new system. Once all of the preparation is complete, and the County signs off that it is ready, we will cut over to the new system.

5. Support

5.1 Post-Cutover Support

For a period of up to 60 days after cutover, we will assist the County users with the Dynamics system following "go-live". This support will be performed jointly with several of the County core users to continue to facilitate knowledge transfer. **We have included up to 650 hours of post-cutover support** to address functional and technical support after the cutover (including assistance with month end close procedures, where appropriate). We understand this is an important transition period for the County as you will be learning to use a new system to run your daily operations and financials. **For the 60 days of post-implementation support**, the implementation team that worked with the County will provide post-cutover support and will work closely with the County team. Some of the support will be provided on-site, and some will be remote.

Please note, we will work with the County to establish, as needed, an additional support contract after the 60 days of post-implementation support is completed - should it be mutually determined that additional assistance would be desired. It is typically easier to determine the level of assistance that may be desired closer to cutover than at the start of the project.

Functional

- Business support as users process transactions.
- Business support for key activities during the year *(e.g., year-end close/audit, etc.)*
- Assistance with user questions or issues with the Dynamics system
- Additional knowledge transfer and/or training sessions
- Assistance troubleshooting issues.

Technical Support

- Assistance with questions regarding the system design/implementation, interfaces, etc.
- Assistance troubleshooting and correcting technical issues.
- Assistance in working with Microsoft to address issues.
- Application of software patches and updates to the Dynamics software
- Assistance with maintenance of security and/or workflows
- Additional knowledge transfer and/or training sessions

Other

- Project Management for open issues / items
- Planning and assistance with the implementation of future functionality
- Planning and assistance with significant changes to business processes
- Planning and assistance with upgrades
- Planning and assistance with future desired development *(e.g., reports, customizations, etc.)*

Assumptions

1. During the review of requirements and the operational reviews planned for the project, Crowe will work with the County to confirm the requirements (from the RFI) and will analyze and document any functional gaps. The requirements will formulate the basis for system review during prototyping sessions (including initial core user training), conference room pilot, and end user training.
2. It was assumed that 55-60 prototyping sessions (3-4 hours each) will be conducted with the County to determine the appropriate configuration of the system.
3. A conference room pilot process will be executed that will consist of two activities –

validation that the system meets the functional scenarios/processes and validation of the system including all data conversions and “customizations”. The conference room pilot process will take place over 50–55 sessions (3-4 hours each).

4. Crowe will facilitate the conference room pilot testing process, and the County core users will lead the testing/validation activities. The County will work with Crowe to make sure that all identified issues are logged and tracked through remediation until a final disposition is established (closed, placed on hold, withdrawn, withdrawn/duplicate, change, etc.)
5. The County personnel will be responsible for creating, maintaining and updating the documented tailored procedure documents after the conference room pilot (following any remediation specifically identified as part of the pilot).
6. It is assumed Crowe will be responsible for the initial setup of the County core user roles and security prior to cutover. Crowe will train the County on user security/setup, and the County will be responsible for setting up all other County users as well as ongoing maintenance of user roles/security.
7. We have not proposed a formalized business process redesign (BPR) effort for this project; however, we do expect to work with the County to help improve, and where applicable, automate the desired business processes as we finalize the configuration of the new system. Crowe will leverage best practices and our experience to drive end results for the County. Please note, we did include work to build out eight (8) future state flow diagrams. Crowe and the County will determine the future state flows to be built.
8. Post cutover support is intended to provide assistance with issues, problems, and questions pertaining to Dynamics and the implementation of Dynamics within the County business process areas. If desired, the support hours allocated to the 60-day support period can also be used to assist with system tuning. It is assumed that the County will be responsible for network optimization and infrastructure-related items. Post-cutover support is also intended to generally provide users with the assistance and consultation needed while going live on a new system. We will log all support incidents and requests and will discuss the prioritization of requests regularly with the County project manager to make sure that the support budget is allocated in alignment with user and business priorities. In the event that the County requests additional support services above and beyond the support budget, this will be addressed through the project change control process.

Implementation Activities/Responsibilities

Below is a summary of the responsibilities across Crowe and the County for the activities associated with this project. The Crowe Project Manager and the County Project Manager will work closely throughout the project to determine exactly what needs to be done and when.

Activity	Crowe Responsibilities	County Responsibilities
1. Prepare Phase		
Initial Planning & Preparation	• Crowe and the County to work together to finalize the vision, goals, project objectives and participation from the County for this project. • The Crowe Project Manager and the County Project Manager to work together to finalize the status meetings/reporting for the project. • The Crowe Project Manager and Crowe Organizational Change Management agent to work with the County to identify the ten (10) business areas where capacity assessment work should be done.	• Crowe and the County to work together to finalize the vision, goals, project objectives and participation from the County for this project. • The Crowe Project Manager and the County Project Manager to work together to finalize the status meetings/reporting for the project. • Crowe and the County to work together to finalize the list of ten (10) business areas where capacity assessment work should be completed.
Kickoff Meeting	• Develop a draft of the kickoff presentation and work with the County to finalize. • Work with the County to schedule the kickoff meeting. • Crowe to lead part of the presentation.	• Work with Crowe to finalize the kickoff presentation. • Lead the scheduling of the meeting, including logistics and the County resource attendance. • County to lead part of the presentation.
Execute Capacity Assessment Sessions	• Lead the Assessment Review Sessions to understand the County's capacity needs. • Develop an assessment review deliverable outlining assessment and recommendations.	• Participate in the Assessment Review Sessions to define the County's capacity needs.
2. Configure Phase		
2.1 Technical Infrastructure, Installation & Training		

Establish Environments	• Lead the establishment of the Dynamics environments across the Development, Test, QA/Safe Set and Production environments. • Once the County has purchased the Dynamics 365 subscription licenses, Crowe and the County will schedule time with Microsoft to review the process of activating your subscription. Both Crowe and the County will participate in this process to properly activate your subscription. • Crowe will validate the platform and application version. • Crowe will install the Crowe Solution for State and Local Government in the environments.	• Work with Crowe during install of the environments. • Both Crowe and the County will participate on a call with Microsoft to activate your subscription. • The County will activate your subscription, based on the call with Microsoft. The County will also provision Crowe resources in Life Cycle Services (LCS) and the environments (with appropriate access by Crowe resources). Crowe will provide guidance to the County on the level of access needed for the different types of consultants on the project. • The County will provide Crowe with assistance during the

Activity	Crowe Responsibilities	County Responsibilities
	• Crowe will lead the configuration of the environments with assistance from the County (e.g., license configuration, setting up batch jobs, email parameters, etc.). • Crowe will establish a development environment for each of the Crowe development resources on the project. • Crowe will provide documentation to the County on how to setup DevOps and manually deploy the Office Product add-in to user machines. It is assumed the County will setup DevOps (since you need to be the owner of the project) and will deploy the Office products and the Office add-in locally on the County user machines. Crowe will provide support during the setup of DevOps and the deployment of the Office product add-in for each of the core users on the implementation.	configuration of the environments (e.g., license configuration, setting up batch jobs, email parameters, etc.). • The County will setup DevOps (since you need to be the owner of the project) and will deploy the Office products and the Office add-in locally on the County user machines.
Technical Training	• Lead the system administration training. Note, this typically takes place closer to cutover. • Lead the developer training. Note, this typically takes place closer to cutover.	• Identify the necessary individuals for the training and participate in the training. • Note, where desired the County may 'shadow' Crowe on technical activities throughout the project.
2.2 Gather/Finalize Functional Requirements		
Initial Preparation	• Provide the County with the desired order and duration of the Operational Review Sessions – along with the types of individuals that should be included in each session • Identify and request key documentation from the County to review prior to executing the operational reviews	• Schedule the Operational Review Sessions, including logistics and identifying/scheduling necessary County resources. • Gather requested documentation (e.g., sample documents, sample reports, any process documentation, etc.) and provide to Crowe.
Execute Operational Review Sessions	• Lead the Operational Review Sessions to understand the County's business needs and tie them back to the requirements in the functional requirements matrix.	• Participate in the Operational Review Sessions to define the County's business needs for the new solution and provide examples.

Activity	Crowe Responsibilities	County Responsibilities
Develop Business Scenarios	• Develop detailed business scenarios by functional area and tie the business scenarios back to the detailed requirements in the requirements matrix. • Review business scenarios with the core users at the County. • Incorporate the County feedback into the final business scenarios and finalize the business scenarios.	• Review the detailed business scenarios to make sure they are complete and correct. • Provide Crowe with any feedback or questions regarding the business scenarios. • Provide signoff on the final set of business scenarios.
Develop Future State Flow Diagrams	• Develop eight (8) future state flow diagrams, outlining how the County will use the system in a future state. • Review future state flows with the core users at the County. • Incorporate the County feedback into the final future state flow diagram and finalize the future state flows.	• Review the detailed future state Visio diagrams. • Provide Crowe with any feedback or questions regarding the future state flows. • Provide signoff on the final set of future state flows.
2.3 Prepare for Prototyping		
Prototyping Preparation	• Provide the County with the desired order and duration of the Prototyping sessions– along with the types of individuals that should be included in each session. • Provide the County with data requests needed to assist with configuration of Dynamics (e.g., sample of documents, sample reports, data extracts, etc.)	• Schedule the prototyping sessions, including logistics and identifying/scheduling necessary County resources. • Gather data requested by Crowe (e.g., sample of documents, sample reports, data extracts, etc.) and provide to the Crowe team prior to Prototyping sessions.
Prepare for Prototyping Sessions	• Lead the initial configuration of the Dynamics solution to address the business scenarios (in preparation for executing the Prototyping sessions). • Request sample data that can be entered (or possibly partially converted) into the Development environment	• Provide Crowe with sample data. This may just be a set of sample data that Crowe manually enters, or possibly data files (that are likely incomplete) that may be converted into the Development environment to support the prototyping sessions if a data conversion has been identified.

2.4 Execute Prototyping (Configure System)

Execute Prototyping Sessions	• Lead the Prototyping sessions where Crowe and the County will determine the agreed upon configurations, integrations, pre-formatted forms, customizations, reporting, workflows, and data conversions for the new solution to support the defined business scenarios.	• Core users at the County actively participate in the Prototyping sessions and work with Crowe to determine the agreed upon configurations, integrations, pre-formatted forms, customizations, reporting, workflows, and data conversions for the new solution to support the defined business scenarios.

Activity	Crowe Responsibilities	County Responsibilities
Review / Finalize Prototyping Decisions in Business Scenarios	• Update the business scenarios with the appropriate details from the Prototyping sessions. • Note, it is assumed that this will take place throughout Prototyping, not just at the end.	• Review the updated business scenarios with the Prototyping decisions and provide Crowe with any feedback or questions regarding the business scenarios. • Once Prototyping is complete, provide signoff on the agreed upon configuration details for each of the business scenarios – as well as the required integrations, data conversions, pre-formatted forms, customizations, reporting and workflows). Note, all these items are captured within the business scenarios documentation.
2.5 Technical Design and Development		
Data Conversions *(note, these are the Dynamics data conversions, not the Legacy Data / Data Mart)*	• Identify the detailed fields needed for each automated data conversion (i.e., field, data type, valid values, transformation logic.). • Develop a Data Conversion Template document (in Excel) for each data conversion. • Provide the County with Data Conversion templates (Excel) to be completed for agreed upon data conversions. • Answer the County questions that may arise as the County pulls together the data. • Design, configure and test the data conversion routines. • Provide feedback to the County regarding issues with data. • Work with the County to convert the data into the conference room pilot environment for validation. • Verify the data provided was properly converted into the conference room pilot environment. • Work with the County to convert the data into production (per the cutover plan) • Verify the data provided was properly converted into production (per the cutover plan)	• Work with Crowe to understand what data is needed for each of the data conversions. • Determine the final source of the data (e.g., existing County systems, 3rd party systems, manual data sources such as spreadsheets), and work with the appropriate parties to extract the data. • Provide Crowe with completed data conversion templates with the agreed upon data, including any agreed upon data mappings (e.g., if purchasing categories change – map from old to new). • Address the feedback provided by Crowe to the County regarding any data / data file conversion issues. Correct the data / data file and resubmit to Crowe. • Review the data loads and validate the converted data during the conference room pilot. • Review the data loads and validate the converted data into production (as a part of the cutover plan) data conversion files

Activity	Crowe Responsibilities	County Responsibilities
Integrations	• Develop the functional design document for the integration and review with the County. • Answer the County and 3rd party questions that may arise as the County works with other systems / departments / 3rd parties to either import and/or export the data for the integration. • Design, develop and test the integration either to or from Dynamics. • Provide feedback to the County regarding issues with data / integration files. • Validate that the integration is running (per the design) into the test environment prior to testing in Conference Room Pilot. • Load the final integration 'code' into the Test environment for Conference Room Pilot.	• Review the integration functional design document; provide Crowe with any feedback, and signoff on the document. • Work with the County system / department / 3rd party to either pull the necessary data from their system or validate the format of the data that needs to be sent to them from Dynamics. It is assumed that the County is responsible for coordinating with County systems / departments / 3rd parties. • Provide Crowe with data files to test for integrations that import data into Dynamics, Provide the other systems / departments / 3rd parties with the data from Dynamics if the integration exports data from Dynamics to another system. • Provide any agreed upon data mappings (e.g., if purchasing categories change – map from old to new) • Provide Crowe with the necessary file directory structure and security for the transfer of files. • Assist with the integration testing and provide Crowe with any feedback from the other departments / 3rd parties as the integration is tested. • Test and validate the integrations as a part of Conference Room Pilot.
Pre-Formatted Forms	• Develop the functional design document for the pre-formatted form and review with the County. • Design, develop and test the pre-formatted form. • Validate that the pre-formatted form is developed (per the specification) prior to testing in Conference Room Pilot.	• Review the pre-formatted functional design document; provide Crowe with any feedback and sign off on the document.

Activity	Crowe Responsibilities	County Responsibilities
Customizations	• Develop the functional design document for the customization and review with the County. Note, this includes reporting that requires development through SQL Server Reporting Services (formal, static reports). • Design, develop and test the customization. • Validate that the customization is developed (per the specification) prior to testing in Conference Room Pilot.	• Review the customization functional design document; provide Crowe with any feedback and sign off on the document.
Business Intelligence / Power BI Reporting	• Work with the County to identify & develop reporting (based on results of prototyping and agreed upon scope in the SOW)	• Work with Crowe to determine the reporting that may be needed.
3. Validate Phase		
3.1 Develop Tailored Procedure Documents		
Develop Tailored Procedure Documents	• Lead the development of the Tailored Procedure documents. • Update the Tailored Procedure documents based on remediation identified during the Conference Room Pilot (please reference step 3.3). *Note the County will use the Tailored Procedure documents to help execute their homework exercises (outlined below).*	• The County will be responsible for maintaining the Tailored Procedure documents after Conference Room Pilot is complete and Crowe has provided any updates to the Tailored Procedure Documents based on remediation identified during Conference Room Pilot.
Homework Exercises	• Work with the County to develop a schedule for homework that needs to be executed prior to Conference Room Pilot. • Develop homework exercises for the core users at the County so they can work to become more comfortable with common transactions / actions in the Dynamics system prior to Conference Room Pilot. *Note, we will also use homework exercises (with Tailored Procedure Documents) to guide the County through the required manual data entry.* • Provide the County with the Tailored Procedure documents, where appropriate to support the homework exercises.	• The County Project Manager to work with Crowe to develop the schedule for homework. • The County Project Manager to manage the County execution of homework exercises, and let Crowe know if there are questions. • The County core users will execute homework exercises so they can work to become more comfortable with common transactions / actions (including manual data entry) in the Dynamics system prior to Conference Room Pilot.

Activity	Crowe Responsibilities	County Responsibilities
3.2 Conference Room Pilot Preparation		
Data Preparation	• Validate that the data provided by the County for conversion was correctly converted into the QA/Safe Set environment prior to Conference Room Pilot. • Load the final set of converted data into the QA/Safe Set environment for Conference Room Pilot.	• Review the data loads into the QA/Safe Set environment (prior to Conference Room Pilot) and validate the data. • Manually enter data not converted (prior to Conference Room Pilot). Please note, typically Crowe will establish homework exercises for this, and will provide the County with the relevant Tailored Procedure Documents to support the activity.
Integration Preparation	• Validate that the integration is running (per the functional design) in the QA/Safe Set environment prior to validation in Conference Room Pilot. • Load the final integration 'code' into the QA/Safe Set environment for Conference Room Pilot.	• Assist with the integration testing and provide Crowe with any feedback from the other departments / 3rd parties as the integration is tested.
Pre-Formatted Forms / Customization Preparation	• Validate the customization is developed (per the functional design) prior to testing in Conference Room Pilot. • Load the final 'code' into the QA/Safe Set environment for Conference Room Pilot.	• The County core users may review these changes prior to Conference Room Pilot; however, the final testing/validation of the pre-formatted forms and customizations will take place in Conference Room Pilot.
Financial Reporting Preparation	• Lead the creation of the Financial Reports outlined in the statement of work. • Crowe to work with the County on the creation of these Financial Reports (so the County can become comfortable using this reporting tool).	• The County to assist Crowe in the creation of the Financial Reports outlined in the statement of work. • The County to create additional financial reports (if desired).
Workflow Preparation	• Configure the general patterns of workflows (per the agreed upon prototyping decisions outlined in the business scenarios). • Establish the general patterns of workflows in the QA/Safe Set environment for validation during Conference Room Pilot.	• Answer any questions that Crowe may have during the configuration of workflows. • Note, validation of the general patterns of workflows will take place during the Conference Room Pilot.

Activity	Crowe Responsibilities	County Responsibilities
	Please note, typically this validation takes place starting in the second month of Conference Room Pilot since in the first month we want to make sure all transactions flow properly through Dynamics first before we apply the full workflow.	
User Security Preparation	• Establish (and setup) the agreed upon roles, duties, and privileges in Dynamics security. • Work with the County to identify the users for the new system. • Provide assistance to the County as they identify the necessary roles / security for the County users. • Setup security for the County core users that will be testing during Conference Room Pilot, and provide assistance to the County as the County sets up remaining users.	• Identify the County users for the new system. • Identify the necessary roles and associated security for the County users of the new system. • Note, as a part of the cutover plan, the County will setup the security for the County users in Dynamics beyond the core users established for the Conference Room Pilot. Crowe, as well as the System Administration training and documentation will assist with this process.
Final Conference Room Pilot Preparation	• Establish Dynamics configurations for CRP. • Provide the County with the desired order and duration of the Conference Room Pilot sessions– along with the types of individuals that should be included in each session. • Work with the County to schedule the Conference Room Pilot sessions. • Develop the Conference Room Pilot Scripts.	• Schedule the Conference Room Pilot sessions, including logistics and the County resource attendance. • Print the materials needed to support the Conference Room Pilot sessions (e.g., Conference Room Pilot Scripts and Tailored Procedure Documents), if desired.

Activity	Crowe Responsibilities	County Responsibilities
3.3 Execute Conference Room Pilot (Validate System)		
Execute Conference Room Pilot Sessions	• Facilitate the Conference Room Pilot sessions where the County will validate that the Dynamics solution meets the agreed upon business and technical decisions documented and signed off during Prototyping. The following are reviewed during Conference Room Pilot: o All Business Scenarios o Data o Integrations o Pre-Formatted Forms o Customizations o Reporting / Financial Reports o Workflows o User Security • Address issues that may arise from the agreed upon data conversions, integrations, pre-formatted forms, customizations, reporting, workflows and user security for the core users and key roles.	• Execute the validation activities for the following: o All Business Scenarios o Data o Integrations o Pre-Formatted Forms o Customizations o Reporting / Financial Reports o Workflows o User Security • Provide Crowe with any feedback on gaps identified during the validation. • Validate the financial reporting. • Validate that the Tailored Procedure Documents properly support the agreed upon business scenarios and configuration decisions.
Complete Validation	• Update the business scenarios with the details from the Conference Room Pilot sessions. • Note, it is assumed that this will take place throughout Conference Room Pilot, not just at the end.	• Review the updated business scenarios with the Conference Room Pilot details, and provide Crowe with any feedback or questions regarding the business scenarios/system validation. • Once Conference Room Pilot is complete, provide signoff on the agreed upon validation details for each of the business scenarios. This will also include the data, integrations, pre-formatted forms, customizations, reporting, workflows and user security setup for core users and key roles.

Activity	Crowe Responsibilities	County Responsibilities
4. Deploy Phase		
4.1 Train End Users		
Training Preparation	• Update the Tailored Procedure documents (based on remediation identified during the Conference Room Pilot). • Work with the County to finalize the classes and allocation of training hours for each class. • Work with the County to agree upon a schedule for the training classes. • Develop the training agenda for each agreed upon class. • Prepare test data in the environment for training. • Work with the County to make sure users are setup with proper security prior to training. • Work with the County to finalize the licensing needed (so this can be in place prior to end user training beginning)	• Work with Crowe to finalize the classes and allocation of training hours for each class. • Work with Crowe to finalize the schedule for training. • Schedule the training sessions, including logistics and the County resource attendance. • Assist in printing the materials needed to support the Training sessions (e.g., Training Agenda and Tailored Procedure Documents), if printed materials are desired. • Work with Crowe to setup the user accounts and user security for the end users across the County prior to executing end training sessions. • Work with Crowe to finalize the licensing needed (so this can be in place prior to end user training beginning)
Execute Training Classes	• Lead the training class for each of the functional areas (based on the allocation of hours determined above).	• The County core users will assist Crowe in executing the first training class for each of the functional areas (based on the allocation of hours determined above). • The County will lead any subsequent training sessions. *Note, typically this may take place for onboarding new personnel after cutover.*
4.2 Develop and Execute the Cutover Plan		
Develop the Cutover Plan	• Lead the development of the cutover plan document. • Work closely with the County to incorporate both Crowe and the County activities into the cutover plan.	• Work with Crowe to identify the County cutover activities that need to be included in the plan.

Activity	Crowe Responsibilities	County Responsibilities
Execute the Cutover Plan	• Lead the execution of Crowe-related cutover activities. • Track progress and update the cutover plan based on progress made by the Crowe team and progress reported by the County on the County activities.	• Lead the execution of the County-related cutover activities. • The County Project Manager will lead and manage County- related activities and will report progress to the Crowe Project Manager.
4.3 Conduct Readiness Review / Cutover to New System		
Conduct Readiness Review	• Work with the County to schedule a readiness review prior to cutover. • Lead the execution of a readiness review with the County prior to cutover to the new system.	• Schedule the appropriate individuals to attend the readiness review. • Jointly execute the readiness review with Crowe and provide the County input into the readiness for cutover. • The County will make the final cutover decision, with input from Crowe. Once the decision to cutover is made, the County will provide a formal signoff stating the County is ready to go live. Crowe will countersign as well.

Activity	Crowe Responsibilities	County Responsibilities
5. Support Phase		
Post Cutover Support **(60 days)**	• Crowe implementation consultants provide support after cutover (per the scope outlined in the statement of work). The post cutover support hours are typically used for the following types of activities: ○ Working with the County to address issues, and assisting the County in working through issues with Microsoft. ○ Helping the County users execute transactions and review information in the new system as the County users work to become comfortable with Dynamics. ○ Providing additional knowledge transfer / training. ○ Assisting the County with changes to workflows and user security. ○ Assisting the County with maintenance and technical support of the environments. • Manage the post-implementation support issue list and work with the County Project Manager to keep this properly updated. • Work closely with the County Project Manager to address post-implementation support issues. • Work closely with the County Project Manager to determine the best allocation of post-cutover support hours so the County can use these hours to address items the County deems as important (vs. using them on items the County may be comfortable addressing themselves).	• The County core users will assist with the functional post- cutover support. • The County Project Manager will work closely with the Crowe Project Manager to manage post-implementation support issues and determine how to best allocate the support hours. • The County will own changes to workflows and user security. Note, Crowe and the County to determine if the County would like assistance from Crowe with workflows and user security after cutover. Post-cutover support hours can be used to assist with these activities. • The County to own the maintenance and technical activities required to support the environments after the County goes live and 60 days of support have expired. Crowe and the County to determine if the County would like assistance from Crowe with maintenance and technical activities after cutover. Support hours can be used to assist with these activities.

Activity	Crowe Responsibilities	County Responsibilities
Project Management		
Project Management Executed by the Crowe and the County project managers.	• Work directly with the County project manager and Crowe team. • Work with the County project manager to finalize the vision and goals for the new system. • Work with the County project manager to develop and finalize the scope, structure and staffing for the project. • Maintain the project plan and drive the activities with the Crowe team. • Work with the County project manager to drive the County activities. • Coordinate, monitor and manage Crowe activities and resources. Make sure they understand their responsibilities. • Provide a weekly status report/milestone summary to the County. • Track and manage the issues and risks associated with the project. Note, it is expected that the issues will be tracked in DevOps and the risks will be tracked in Excel. • Meet weekly with the County to review the status, open issues, next steps, risks, deliverables, milestones, etc., • Meet at key milestones in the project with the Steering Committee for the County to keep them informed of how the project is going, make sure the project stays aligned with key deliverables as needed, as well as engage them as needed to resolve issues and mitigate risks that cannot be adequately addressed within the project team. • Work with the County project manager on project communications. • Work with the County project manager to schedule sessions and address staffing for both the County and Crowe resources throughout the project.	• Work closely with the Crowe project manager on the overall planning, execution and management of the project – and the County team. • Work with the Crowe project manager to finalize the vision and goals for the new system. • Work with the Crowe project manager to develop and finalize the scope, structure and staffing for the project. • Serve as the primary interface for the Crowe project team in resolving issues and coordinating activities (including sessions, meetings, training, etc.). • Provide status / updates on the County activities and responsibilities. • Prepare for and execute the Steering Committee meetings in conjunction with the Crowe project manager. • Coordinate, monitor and manage the County activities and resources. Make sure they understand their responsibilities. • Schedule the necessary County resources and sessions for the project • Work with the Crowe project manager on project communications. • Make sure the appropriate individuals at the County approve deliverables (in a timeframe that aligns with the project schedule)

Implementation Deliverables: Please reference the Deliverable Expectation Documents (DED's) for details on the implementation deliverables / milestones. Below is a summary of the Implementation DED's by Phase/Methodology Step:

DED	
1. Prepare	
1.1 Initial Planning and Preparation / 1.2 Kickoff Meeting	
DED 1: Initial Planning, including Capacity Assessment DED 2: Execute Capacity Assessment	
2. Configure	
2.1 Technical Infrastructure, Installation and Training	
DED 6: Initial Environment Setup (DevTest/Training)	
2.2 Gather/Finalize Functional Requirements	
DED 3: Execute Operational Reviews DED 4: Finalize Business Scenarios, including Capacity Assessment Final Deliverable DED 5: Finalize Future State Flows	
2.3 Prepare for Prototyping	
DED 7: Prototyping (first set of scenarios)	

b. Chart of account redesign

Crowe and the County will work together to evaluate the future account structure and financial reporting needs. The final solution will leverage the features and flexibility within Dynamics for 'dimensions' and financial reporting. It is assumed that Crowe will assist the County in designing/rationalizing the chart of accounts (i.e., natural account) and the County's reporting structure (e.g., account segments and the natural account) by applying industry standards and facilitating discussions among the County's groups to arrive at an agreed-upon structure to support the County moving forward. It is expected that Crowe will work with the County to review the current chart of accounts and make sure that the future structure, and accounting policies and practices adhere to reporting standards.

For data migration of account information, Crowe will build a mapping table from old account to new account. This mapping table will be leveraged as the 2 years of summary balances by account are converted into Dynamics. The mapping table will also be leveraged for other integrations outlined in this statement of work – which will allow the update/cross reference of the old to new accounts strings to be defined in one place, reducing the need to update existing systems or manually update transactions before conversion.

Crowe has allocated up to 120 hours to assist the County in restructuring your account structure. As referenced in Section 5.B.2, Crowe has allocated a defined effort to assist the County in the mapping exercise and creation of the mapping table in the Microsoft Dynamics 365 Financial Reporting tool. The effort is based on the order of magnitude effort to address the chart of accounts mapping. Barring a change of scope, or County actions that would require Crowe to re-work material portions of the deliverable that are not tied to Crowe correcting deficiencies in the agreed upon deliverable, Crowe will assist the County in the mapping, as defined above, within the current cost of this SOW.

Please note, Crowe will start Chart of Account redesign in SOW # 1 when we gather requirements for chart of accounts. We will continue to prototype a future state chart of accounts in SOW # 2 and validate the mutually agreed upon future state chart of accounts in SOW # 3.

c. Organizational Change Management

Please note, Crowe will only complete Stakeholder Analysis and Development of OCM Plan for SOW #2. It is assumed that Crowe and the County will execute the OCM Plan within the SOW #2 time frame.

Organizational change management (OCM) encompasses activities aimed at helping an organization successfully accept and adopt new technologies and new processes. Implementation of a new integrated financial (ERP) system, such as Dynamics, will transform multiple dimensions of an enterprise – organization, processes, technology, and people. Determining the appropriate organizational alignment to new business processes and building buy-in among users and other stakeholders, will be critical in your success with this new solution.

Crowe will work with the County to understand the people and groups impacted by the implementation of a new ERP system. We will work with you to define effective communication strategies and training activities to assist the County staff in understanding the changes, and helping your workforce more effectively embrace the new solution. Below we have provided the details behind the organizational change management methodology. All activities are tightly integrated with the overall ERP implementation methodology.

Stakeholder Analysis

The first step in addressing organizational change management is to develop an understanding of the stakeholders affected by the project. A stakeholder is an individual or group of individuals who will either be affected by the impending change or has the ability to impact the progress of the change effort.

Effective stakeholder analysis is important in order to identify the stakeholders affected by the project, assess their understanding of and readiness for the changes, capture the potential challenges that may need to be mitigated as the project moves forward, and outline key communication and training needs that will help maximize their understanding, buy-in and success with the new system / processes.

During this initial phase, Crowe will work with the County to develop an understanding of the stakeholders affected by the project based upon project scope and scope of impact. We will assess stakeholder understanding and expectations of changes, experience with these types of changes, potential resistance to change, expected ability to accept and/or influence the changes - along with communication and training needs.

At the conclusion of the Stakeholder Analysis phase, we will develop a change management analysis document that summarizes the details of the stakeholder groups (please reference the sample of the stakeholder analysis below), and outlines high-level themes around organizational readiness, stakeholder readiness, communication and training. This document will be an input into the organizational change management plan, which is developed in the next phase.

			Stakeholder Analysis High | Medium | Low			
ID	**Stakeholder Group**	**# of Staff Impacted**	**Criticality to Project Success**	**Experience With Change**	**Degree of Resistance to Change**	**Ability to Influence Acceptance**
Executive Leadership						
1	Board of Directors		High	High	Low	High
2	Executive Director / CEO	1	High	High	Low	High
Finance						
3	CFO	1	High	High	Low	High
4	Accounting Director & Supervisors	3	High	Med	Med	Low
5	Accounting Staff	8	High	Med	Med	Low
6	Accounts Payable Director & Supervisors	2	High	Med	Med	Low
7	Accounts Payable Staff	7	High	Med	Med	Low
8	Accounts Receivable Director & Supervisors	1	High	Med	Med	Low
9	Accounts Receivable Staff	3	High	Med	Med	Low

Develop OCM Plan

Develop OCM Plan

Based upon the change management analysis document and feedback, Crowe will develop an OCM plan document. This plan will include key activities that will help enable the change and appropriately involve, inform, prepare, and leverage stakeholders. There are two main parts to the organizational change management plan:

- **Communication plan** outlining the types of communications recommended - including proposed content and/or key messages, channel for communication, frequency of communication, and the party responsible for executing the communication. Because communication is a two-way street, the plan will seek to identify mechanisms whereby the project can receive feedback from the team and keep a pulse on the stakeholder community to make sure the OCM activities are effective.

Communication Activity	Purpose/ Content Summary	Responsibility	Channel/ Media	Frequency/ Timing	Primary Audience
Executive Level Communications					
Executive Steering Committee Meeting	High-level project information and announcements about key milestones, upcoming events, and decisions needed or made. Highlight any major issues or risks.	Crowe and Client Project Managers	PDF and in-person review	As needed	Executive Steering Committee
Business Area Communications					
Core Users Meeting	Regular meeting to allow Client Core Users to talk through issues that cross modules / business areas.	Client Project Manager to coordinate. The Core Users involved may vary based on topic.	In person / conference call	Monthly, as needed (depending on the stage of the project)	Core Users
Department Meetings	Members of the project team attend regularly-scheduled department meetings to discuss the project and answer questions specific to the department.	Crowe Functional Lead / Project Manager or Client Core User / Project Manager, depending on topics, issues, and departments	In-person meeting	Ad hoc, making sure that we approach the Directors for meeting times.	Individual departments
Broader client / Project Team Communications					
Project Newsletter	High level project information and announcements about key milestones and upcoming events.	Client and Crowe Project Managers	PDF (1 page) delivered electronically	Follows project milestone and event schedule	All future users of Dynamics This would include most/all stakeholder groups internal to Client

- **Training plan** outlining the types of training required (process, system, supporting technology, etc.) and proposed timing. Training is essential to the success of this project. Many stakeholder groups in the project will have unique training needs, and some may have limited/no training needs (e.g. some require communications only). Proactively outlining the training activities is an essential component to effectively addressing change management for your users and stakeholders.

Training Activity or Tool/Method	Description	Stakeholder Groups Receiving Training	Responsible	Timing	Training Materials
"Module Introduction" Training (during Prototyping)	Introduce the core users to the relevant functionality within Dynamics during project prototyping activities.	Core Users	Crowe	Initial module training will take place in conjunction with prototyping activities.	None – training is less formal
Homework Exercises (Post Prototyping)	Homework assignments to core users to help them become better acclimated to the Dynamics solution prior to conference room pilot.	Core Users	Crowe (prepare and monitor completion) Client to execute	Homework exercises will be executed after prototyping is completed and prior to conference room pilot.	Homework exercises, with tailored procedure documents & eLearning support
Module-based, instructor-led, classroom training (after Conference Room Pilot)	Detailed class-room instructor led training.	Planning will include the identification of training attendees and the scheduling of sessions to accommodate attendees (e.g., the number of sessions and timing of sessions).	Crowe (Train-the-Trainer) Client Core Users	End user training will take place after conference room pilot and prior to cutover. A detailed training schedule will be developed as part of the overall project.	Training Agenda with key topics (per module) Tailored procedure documents defining procedures for a specific process A prepared (configured) Dynamics training environment

Once the OCM plan is finalized, Crowe and the County will work together during the next phase (OCM execution) to integrate key OCM activities and milestones into the overall project plan for the ERP implementation. These activities may be addressed at a variety of stages throughout the project (e.g., prototyping/configuration of the new system, conference room pilot/system validation, training, etc.). The OCM plan will be used to help build buy-in among your users and stakeholders to the new, proposed solution along with the new business processes.

Execute OCM Plan

Execute OCM Plan

Communication and training activities will take place throughout the life of the project. Some activities may be best if executed by Crowe resources, and others may be more effective if performed by the County resources or stakeholders.

Once the OCM Plan is finalized, Crowe and the County will work together to agree on the communication and training activities that are most valuable to the project. We will also mutually agree on the OCM activities Crowe should assist with during the project, and the activities the County should be responsible for. For this project, we have included **192 hours** (roughly 16 hours per month, for 12 months) for Crowe to assist with the execution of OCM activities. *Should the County desire additional change management assistance, Crowe and the County will work together to determine the additional effort and cost.*

Organizational Change Management Deliverables

Below is a summary of the organizational change management deliverables. Note, a description of the deliverables is included below the table.

OCM Phase	Deliverable
1. Stakeholder Analysis	• Change Management Analysis Document
2. Develop OCM Plan	• Communication Plan • Training Plan
3. Execute OCM Plan	• Once the OCM Plan is completed, Crowe and the County will determine which activities the County would like Crowe to assist with (using the 240 hours of OCM Execution included in this statement of work)

OCM-1. Change Management Analysis Document

The purpose of the change management analysis document is to identify and analyze stakeholders, the "scope of change", and the change environment at the County. This will include input from the Executives and Functional Area Owners and will be used to drive the details included in the OCM plan (next deliverable).

The change management analysis document will provide a summary of the stakeholders affected by the implementation, along with the key themes that should be considered by the team during the project across Organizational Readiness, Stakeholder Readiness, Communications and Training. Additionally, we will include a stakeholder matrix (see example below) that Crowe and the County will work together to complete. This document will be input into the organizational change management plan, which is developed next.

			Stakeholder Analysis High | Medium | Low				
ID	Stakeholder Group	# of Staff Impacted	Criticality to Project Success	Experience With Change	Degree of Resistance to Change	Ability to Influence Acceptance	Preferred Forms of Communication
ex.	Accounting Staff, EXAMPLE	8	High	Med	Med	Low	email, newsletter
Executive Leadership							
1	Board of Directors		High				
2	CEO	1	High				
Finance							
3	CFO	1	High				
4	Accounting Director & Supervisors		High				
5	Accounting Staff		High				
6	Accounts Payable Director & Supervisors		High				
7	Accounts Payable Staff		High				
8	Accounts Receivable Director & Supervisors		High				
9	Accounts Receivable Staff		High				
10	Budget Director & Supervisors		High				
11	Budget Management Staff		High				
Procurement							
12	Procurement Director & Supervisors		High				
13	Procurement Staff		High				
Projects & Grants							
14	Projects/Grants Mgmt Director & Supervisors		High				
15	Projects/Grants Mgmt Staff		High				
Fixed Assets / Inventory							
16	Fixed Assets Director & Supervisors		High				
17	Fixed Assets Staff		High				
18	Inventory Director & Supervisors		High				
19	Inventory Staff		High				
Information Technology							
20	CIO, CTO		High				
21	IT Director and Supervisors		High				
22	IT Staff		High				
External Stakeholders							
23	Banks		Low				
24	Vendors		Med				
25	Auditors		Low				
26	Unions		Med				

OCM-2. OCM Plan

The purpose of the change management plan is to outline the key activities recommended to address change management on this project. The plan is broken into two categories – the Communications Plan and the Training Plan.

Crowe will work with the County to develop the OCM plan. Below are items included in the OCM plan, along with a sample of each of the two sections for reference.

- Guiding Principles
- Communications Plan, broken into key areas such as
  - Executive Level Communications
  - Business Area Communications
  - Broader Organization / Project Team Communications
  - External Communications
  - Other Communications
- Training Plan

Communication Activity	Purpose/ Content Summary	Responsibility	Channel/ Media	Frequency/ Timing	Primary Audience
Executive Level Communications					
Executive Steering Committee Meeting	High-level project information and announcements about key milestones, upcoming events, and decisions needed or made. Highlight any major issues or risks.	Crowe and Client Project Managers	PDF and in-person review	As needed	Executive Steering Committee
Business Area Communications					
Core Users Meeting	Regular meeting to allow Client Core Users to talk through issues that cross modules / business areas.	Client Project Manager to coordinate. The Core Users involved may vary based on topic.	In person / conference call	Monthly, as needed (depending on the stage of the project)	Core Users
Department Meetings	Members of the project team attend regularly-scheduled department meetings to discuss the project and answer questions specific to the department.	Crowe Functional Lead / Project Manager or Client Core User / Project Manager, depending on topics, issues, and departments	In-person meeting	Ad hoc, making sure that we approach the Directors for meeting times.	Individual departments
Broader client / Project Team Communications					
Project Newsletter	High level project information and announcements about key milestones and upcoming events.	Client and Crowe Project Managers	PDF (1 page) delivered electronically	Follows project milestone and event schedule	All future users of Dynamics This would include most/all stakeholder groups internal to Client

Training Activity or Tool/Method	Description	Stakeholder Groups Receiving Training	Responsible	Timing	Training Materials
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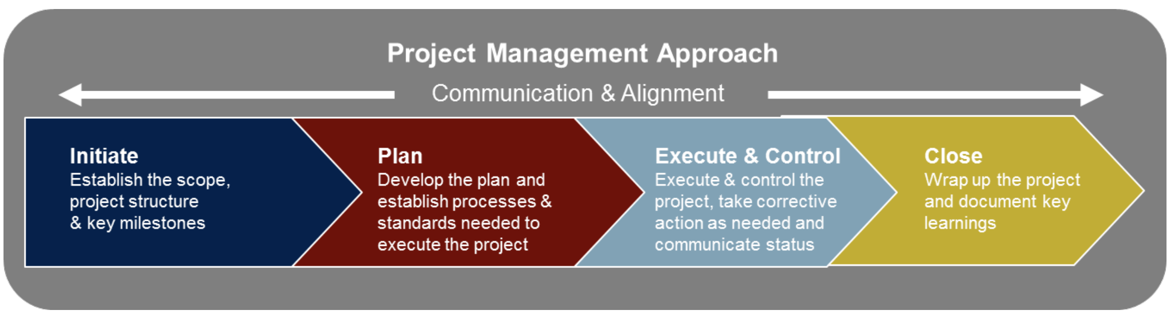
Homework Exercises (Post Prototyping)	Homework assignments to core users to help them become better acclimated to the Dynamics solution prior to conference room pilot.	Core Users	Crowe (prepare and monitor completion) Client to execute	Homework exercises will be executed after prototyping is completed and prior to conference room pilot.	Homework exercises, with tailored procedure documents & eLearning support
Module-based, instructor-led, classroom training (after Conference Room Pilot)	Detailed class-room instructor led training.	Planning will include the identification of training attendees and the scheduling of sessions to accommodate attendees (e.g., the number of sessions and timing of sessions).	Crowe (Train-the-Trainer) Client Core Users	End user training will take place after conference room pilot and prior to cutover. A detailed training schedule will be developed as part of the overall project.	Training Agenda with key topics (per module) Tailored procedure documents defining procedures for a specific process A prepared (configured) Dynamics training environment

d. Business Process Redesign

After speaking with the County, we decided to not propose a formalized business process redesign (BPR) effort for this project; however, we do expect to work with the County to help improve, and where applicable, automate the desired business processes as we finalize the configuration of the new system. Crowe will leverage best practices and our experience to drive end results for the County. *Please note, we did include work to build out eight (8) future state flow diagrams. Crowe and the County will determine the future state flows to be built.*

e. Project Management

We understand that participation from many individuals is required for the County to effectively implement an ERP system. Keeping all parties aligned to deliver on a common goal is critical. Crowe will work collaboratively with the County to develop and coordinate all plans, activities, timelines, milestones and deliverables, as well as provide the necessary communication to all parties. This collaboration will allow us to leverage the unique expertise that exists within the County, develop greater buy-in from your team, and make it significantly easier for you to integrate the final solution into your organization once the project is complete. One of the critical success factors for implementation projects is strong management and oversight. We have over 30 years of experience successfully managing technology initiatives, and balancing conflicting priorities to deliver on time and within budget.



In order to deliver as planned, the appropriate disciplines, structure, tools and communication need to be in place to manage and align all work efforts. Crowe uses a standard methodology for project management. This methodology is aligned with the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®).

Below is a summary of the key project management activities we will work through together.

- Finalize the vision and goals for the new system.
- Develop and finalize the scope, structure and staffing for the project.
- Finalize a detailed plan with key project milestones.
- Identify participation for the project, and make sure all parties understand their responsibilities.
- Meet regularly with the project team to review progress, manage the plan, review deliverables, and address any risks or issues that may arise. Provide status reporting for the project.
- Meet regularly with select members of management to review progress, review key deliverables as needed, and make sure the project stays aligned with the goals and vision (as needed).

We will provide comprehensive documentation throughout the project, including regular detailed project management deliverables (status report, milestone summary, timeline, etc.).

Communication

Status Monitoring and Reporting

The project status will be monitored and reported by the Crowe Project Manager. The purpose of status reporting is to keep the County informed of significant project activities. We will provide a status report to the County weekly. The status report will include the following:

- Brief description of major accomplishments from the previous week;
- Brief description of key milestones, dates and responsibilities;
- Brief description of upcoming activities and expected goals; and
- Brief description of any concerns or issues.

The Crowe Project Manager and select members of the team (as needed) will meet with the County regularly to review progress on the project. Crowe and the County will work together to determine the appropriate participation in those meetings. Agenda items for the status meetings should include the information defined for status reports, progress to schedule, issues, and other applicable topics.

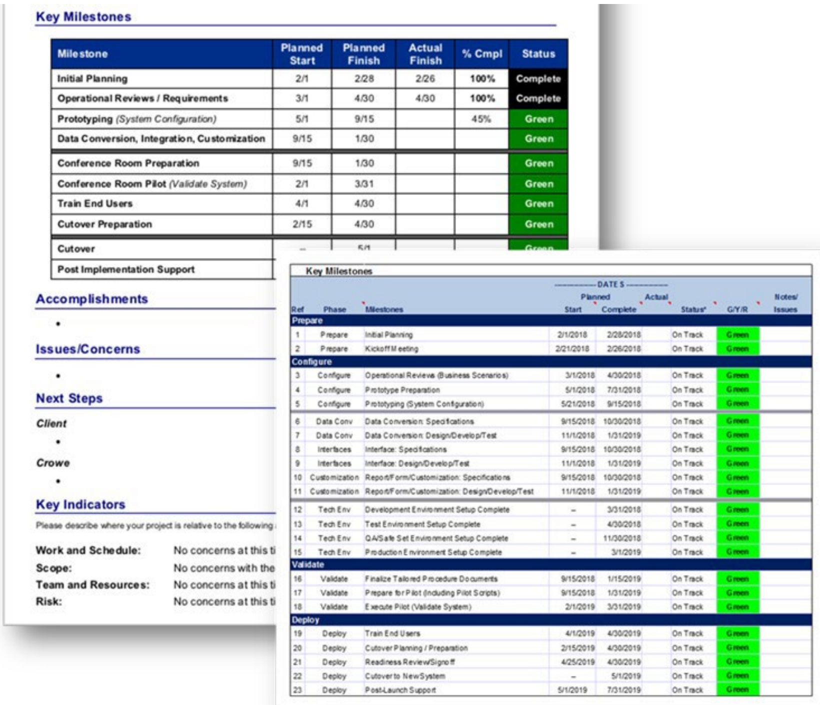
Crowe will develop a regular project status report with milestone summary. Below are the key items typically included, along with a sample for reference.

Project Status Report: Set of summary milestones with planned start, planned finish, actual finish, % complete, status.

- Accomplishments for the past week
- Issues/Concerns
- Next Steps (both Crowe and the County)
- Key Indicators for
  - Work and Schedule
  - Scope
  - Team and Resources
  - Risk

Project Milestone Summary (Excel)

- More detailed milestones (that roll up into the summary milestones on the status report) with the Phase, Milestone, Planned Start, Planned Finish, Actual Finish, Status and any relevant notes.



Key Milestones

Milestone	Planned Start	Planned Finish	Actual Finish	% Cmpl	Status
Initial Planning	2/1	2/28	2/26	100%	Complete
Operational Reviews / Requirements	3/1	4/30	4/30	100%	Complete
Prototyping *(System Configuration)*	5/1	9/15		45%	Green
Data Conversion, Integration, Customization	9/15	1/30			Green
Conference Room Preparation	9/15	1/30			Green
Conference Room Pilot *(Validate System)*	2/1	3/31			Green
Train End Users	4/1	4/30			Green
Cutover Preparation	2/15	4/30			Green
Cutover	–	5/1			Green
Post Implementation Support					

Accomplishments

-

Issues/Concerns

-

Next Steps

Client

-

Crowe

-

Key Indicators

Please describe where your project is relative to the following

Work and Schedule: No concerns at this ti

Scope: No concerns with the

Team and Resources: No concerns at this ti

Risk: No concerns at this ti

Key Milestones

Ref	Phase	Milestones	DATES Planned Start	DATES Planned Complete	DATES Actual	Status*	G/Y/R	Notes/ Issues
Prepare								
1	Prepare	Initial Planning	2/1/2018	2/28/2018		On Track	Green	
2	Prepare	Kickoff Meeting	2/21/2018	2/26/2018		On Track	Green	
Configure								
3	Configure	Operational Reviews (Business Scenarios)	3/1/2018	4/30/2018		On Track	Green	
4	Configure	Prototype Preparation	5/1/2018	7/31/2018		On Track	Green	
5	Configure	Prototyping (System Configuration)	5/21/2018	9/15/2018		On Track	Green	
6	Data Conv	Data Conversion: Specifications	9/15/2018	10/30/2018		On Track	Green	
7	Data Conv	Data Conversion: Design/Develop/Test	11/1/2018	1/31/2019		On Track	Green	
8	Interfaces	Interface: Specifications	9/15/2018	10/30/2018		On Track	Green	
9	Interfaces	Interface: Design/Develop/Test	11/1/2018	1/31/2019		On Track	Green	
10	Customization	Report/Form/Customization: Specifications	9/15/2018	10/30/2018		On Track	Green	
11	Customization	Report/Form/Customization: Design/Develop/Test	11/1/2018	1/31/2019		On Track	Green	
12	Tech Env	Development Environment Setup Complete	–	3/31/2018		On Track	Green	
13	Tech Env	Test Environment Setup Complete	–	4/30/2018		On Track	Green	
14	Tech Env	QA/Safe Set Environment Setup Complete	–	11/30/2018		On Track	Green	
15	Tech Env	Production Environment Setup Complete	–	3/1/2019		On Track	Green	
Validate								
16	Validate	Finalize Tailored Procedure Documents	9/15/2018	1/15/2019		On Track	Green	
17	Validate	Prepare for Pilot (Including Pilot Scripts)	9/15/2018	1/31/2019		On Track	Green	
18	Validate	Execute Pilot (Validate System)	2/1/2019	3/31/2019		On Track	Green	
Deploy								
19	Deploy	Train End Users	4/1/2019	4/30/2019		On Track	Green	
20	Deploy	Cutover Planning / Preparation	2/15/2019	4/30/2019		On Track	Green	
21	Deploy	Readiness Review/Signoff	4/25/2019	4/30/2019		On Track	Green	
22	Deploy	Cutover to New System	–	5/1/2019		On Track	Green	
23	Deploy	Post-Launch Support	5/1/2019	7/31/2019		On Track	Green	

Meetings

The Crowe Project Manager and select members of the team (as needed) will meet with the County regularly to review progress on the project. Crowe and the County will work together to determine the appropriate participation in those meetings. Agenda items for the status meetings should include the information defined for status reports, progress to schedule, issues, and other applicable topics.

Additionally, we will meet regularly (as needed) with the Executive Sponsor/ Steering Committee from the County to review progress, review status/key deliverables as needed, and make sure the initiative stays aligned with the goals and vision established by the County. Crowe and the County will work together to determine the appropriate participation and frequency of those meetings.

Issue Management

Crowe and the County project manager will capture and report issues weekly as a part of the status reporting. Crowe and the County will review each issue, its priority and severity - and will work together to determine the appropriate course of action. Crowe will manage an issues list. Below are the key items typically included:

- Issue ID
- Issues Title / Description
- Category / Area
- Type of Issue
- Priority
- Owner
- Date
- Status

If an urgent issue arises, Crowe and the County may choose to address it outside of the weekly status process. Additionally, as needed, key issues that cannot be adequately addressed within the project team may be escalated to the Steering Committee.

Project Change Management

We follow a Project Change Management process designed to maintain project scope and control without unduly restricting creativity and necessary project changes. Below is a summary of our project change control plan.

Changes to project scope, project assumptions, accepted requirements or design are all candidates for the change management process. Should the County request any of these changes during the project which may affect the fee estimate and/or project schedule, the Crowe Project Manager will address the change according to the Project Change Management process.

The critical results of change management include:

- Documented and understood scope, purpose, and benefit for the change;
- Documented evaluation of the impact to project cost, schedule, and/or scope; and
- Documented change decisions.

The project change management process involves the following steps & key decision points:

- Crowe will work with the County to understand, document, and log the requested change including scope, purpose, and benefit.
- Crowe will assess the expected impact (cost, timing, etc.) if the change is implemented, and review the assessment with the County.
- Crowe and the County will work together to discuss the change and any options. The County will determine the appropriate course of action (e.g., accept, reject, defer, modify).
- Should the County choose to execute on the change request, the required activities would be considered outside of the current scope and billed separately. Crowe will begin work on the request

once the County provides signed authorization.

Risk Management

Crowe will manage a risk plan / list throughout the life of the project. Project risks will be driven by the project manager in conjunction with the County project sponsorship. Below are the key items typically included in a risk register:

- Risk ID
- Risk Title / Description
- Category / Area
- Type of Risk
- Probability
- Impact
- Risk Category
- Risk Response
- Owner
- Date
- Status

Project risk identification, risk assessment, and risk mitigation planning will use standard categories of organizational, technology, schedule, scope, and quality risks. The status of project risks will be communicated as part of the project status reporting.

Quality Assurance

Quality Assurance practices and activities are integrated throughout the implementation methodology – with the County signoff for critical path items at each stage.

1. **Operational Reviews - Business Requirements/Scenarios:** During the operational reviews we will work with the County to finalize the business scenarios / requirements that need to be implemented in the new system, and the County will sign off on the business scenarios / requirements before we move into system configuration.
2. **Prototyping - System Configuration:** During prototyping Crowe will work collaboratively with the County to model how the business scenarios / requirements will be met in the new system and configure the system. At the conclusion of prototyping, the County will sign off on the configuration decisions.
3. **Conference Room Pilot - System Validation:** During conference room pilot Crowe will provide the County with pilot scripts so the County staff can validate that the proposed configuration of the system (including any data conversions, interfaces and customizations), meets your business scenarios / requirements - prior to cutover. At the conclusion of the conference room pilot, the County will sign off on the final system.
4. **Cutover Readiness:** A detailed cutover plan will be created in conjunction with the County to identify and manage all of the activities that need to be addressed prior to cutover. A cutover readiness review will take place prior to cutover. Crowe and the County will review the County readiness, and once the County signs off it is ready, we will cutover to the new system.

Acceptance (Milestones/Deliverables)

We have outlined the fixed fee milestones in the Price Proposal. At the conclusion of each milestone, Crowe will work with the County to sign-off on the milestone/deliverable. The County sign-off on a milestone/deliverable will constitute acceptance of the milestone/deliverable. Upon County sign-off of each of milestone/deliverable, Crowe will invoice the County for the milestone/deliverable.

For final cutover to production, Crowe will perform a readiness review with the County to verify the County is prepared to go live. At the conclusion of this review, the County will sign-off that the County is prepared to cutover to the new solution. Once the County signs off that you are ready, we will cutover to the new solution according to the agreed upon cutover plan – and Crowe will invoice the County for this milestone/ deliverable.

Below is our standard language around Deliverable Acceptance and Final Acceptance for the Final Configured System Deliverable.

a. Deliverable Acceptance: Upon delivery by Crowe of a Deliverable to Client in accordance with this SOW, Client will have ten (10) business days, or longer as may be defined in the Statement of Work or mutually agreed between the parties in writing, from the date of receipt of the Deliverable to evaluate, review and test such Deliverable ("Test Period") in accordance with the specifications and test criteria set forth in the applicable SOW. In the event that Client believes that a Deliverable does not conform to the specifications or the test criteria set forth in this SOW, then Client will notify Crowe in writing within the Test Period setting forth the reason or reasons why Client believes that such Deliverable does not conform. Client will identify all non-conformities within a single written notice of rejection unless a non conformity prevents Client from evaluating or testing certain portions of a Deliverable. Client may reject a Deliverable only for its material failure to conform to either the specifications or test criteria set forth in this SOW. If Crowe has not received a written notice of rejection of a Deliverable within the Test Period, then such Deliverable will be deemed to be accepted by Client.

   If Client delivers to Crowe written notice of rejection of a Deliverable within the Test Period, then Crowe will have fifteen (15) business days from the date of receipt of a written notice of rejection, or a mutually agreed date between the parties in writing, either (i) to correct the non-conformities that Client identifies in the written notice or (ii) to develop a plan mutually agreeable to Client and Crowe to correct the non-conformities that Client identified in the written notice within a period of time agreed to by the parties in the plan; but in no event will this be for a period of time less than thirty days. Upon correction, Crowe will resubmit the corrected Deliverable to Client for evaluation, review, and testing and the procedure set forth above will be repeated. Such procedure will continue until the earlier of (i) the expiration of the Test Period without delivery of a written notice of rejection by Client, or (ii) the date written notice of acceptance is delivered to Crowe by Client ("Date of Acceptance"). In the event that the Client puts the Deliverable into use in its regular Client business operations or into use in the Dynamics production environment, then such Deliverable will be deemed to be accepted by the Client, unless previously notified by Client of not meeting original specifications within the specified time period.

Assumptions

1. A County project manager will be assigned to the project and will serve as the primary interface for the project team in resolving issues, coordinating activities (including sessions, meetings, training, design), and approving deliverables. The County project manager will be responsible for leading and monitoring all activities for which the County staff are responsible.
2. It is assumed that the County project manager will be able to dedicate 4 - 5 days/week on average throughout the implementation.
3. It is assumed that the County core users will be able to dedicate at least 3 days/week on average throughout the implementation.
4. The County will be responsible for ensuring adequate support is in place from key stakeholders throughout the County for the initiative, as well as the timeline mutually

agreed-to between Crowe and the County.

5. It is assumed that Crowe resources will have secured, external access to the Dynamics environments in order to be able to configure and develop against the Dynamics environments remotely, when needed. This will also be a requirement for purposes of support.
6. It is assumed that the Crowe Project Manager will dedicate, on average half time to lead/manage the implementation of Dynamics at the County. This time commitment is consistent with other projects of similar size and complexity. Should the County desire additional project management support, Crowe and the County will work together to mutually agree on the additional effort and cost.
7. The following is a list of activities that will be conducted on-site. All other project activities will be conducted remotely. If additional on-site time is desired, it will be addressed through the project change control process.

   a. Crowe resources will be on-site for the capacity assessment meetings. It is assumed that these meetings will take place over 2 trips (3-4 days).

   b. Crowe resources will be on-site for the operational reviews/requirements gathering meetings. It is assumed that these meetings will take place over 2 trips (3-4 days). *Please note, additional operational reviews will be completed through remote sessions.*

   c. Crowe resources will be on-site to execute prototyping sessions. It is assumed these sessions will take place over 2 trips (2 people, 3-4 days each). Initial training will be conducted during these trips as well.

   d. Crowe resources will be on-site for 2 trips (3 days each) to execute the conference room pilot with the County. *Please note, additional conference room pilot sessions will be completed through remote sessions.*

   e. Crowe resources will be on-site for 2 trips (3 - 4 days each) days to lead end-user training activities. *Please note, additional training sessions will be completed through remote sessions.*

   f. 2 individuals from Crowe will be on-site after cutover to the new system (2 trips, 3 days each).

   g. A Crowe resource will be on-site for 4 trips (2 days each) to assist with organizational change management analysis and planning activities. It is assumed that a Crowe resource will be on-site 7-9 times for 1-2 days each trip, for the execution of the OCM activities.

   h. It is assumed that the Crowe project manager will be onsite during key implementation activities (e.g., operational reviews, prototyping, conference room pilot, training, cutover, etc.).

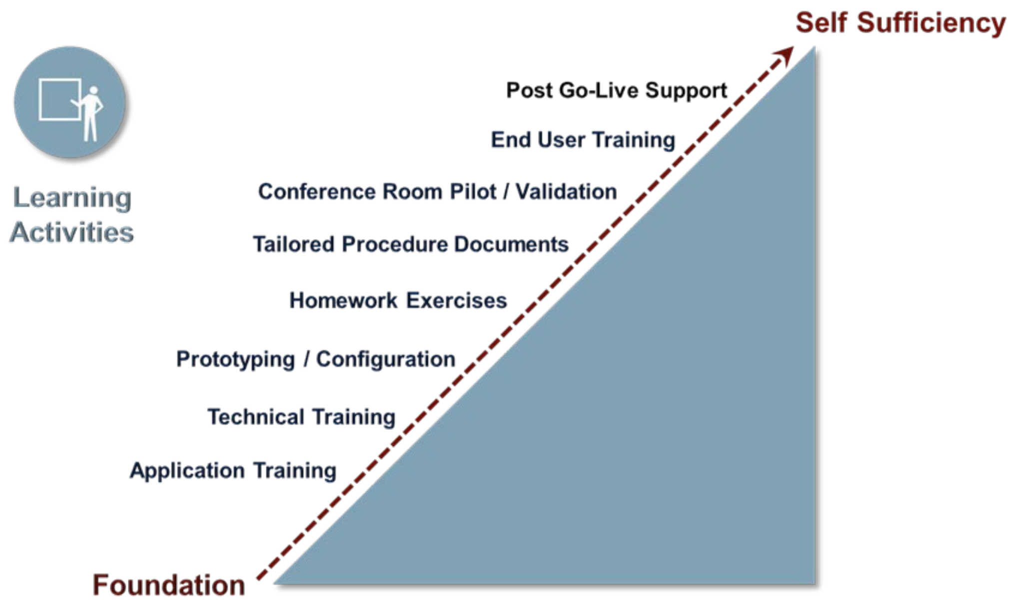
   i. Regular project status meetings will take place during the pre-defined trips above or will be conducted via conference calls.

   j. All other project activities, including installation of the software and post-cutover support, will be conducted remotely.

f. Training / Knowledge Transfer

Overview

Training and knowledge transfer activities throughout project are very important for the County resources to get comfortable with a new solution. During the ERP implementation multiple training methods will be used to transfer knowledge to the County. Each of these methods builds upon each other throughout the implementation.



Users and Learning Activities

There are three main types of users. *Note we are expecting to train up to 15 core/end users per functional area/module as a part of the Dynamics implementation.*

- **Core users:** Business users (subject matter experts) that will be intimately involved throughout the implementation and will be making decisions on how the system is configured. This typically involves roughly 1-3 people per functional area.
- **End users**: Business users that will be trained once the system is configured (just prior to cutover).
- **Technical users:** The technical staff members that will need to help support the new system when the implementation project is complete.

Core Users:

The following training approaches will be used for core users of the system. With the core users, training builds upon itself throughout the phases of the implementation.

Prototyping

- At the beginning of prototyping Crowe will introduce the core users to the relevant functionality within Dynamics before we work together to finalize configurations within the Dynamics ERP system.

- During prototyping the core users will work side-by-side with Crowe consultants to determine how the new system should be configured. This knowledge transfer allows the core users to start working with the system early in the implementation process and learning how it works.

Tailored Procedure Documents and Homework Exercises

- At the conclusion of prototyping, tailored procedure documentation will be developed to address the business scenarios. These documents will serve as both procedures and end user training reference guides. Once developed and validated during conference room pilot, the County project team will assume responsibility for long-term maintenance of the procedure documentation.
- Additionally, after prototyping, Crowe will provide the core users with 'homework' exercises that they will be responsible for completing so they become well versed in using the new ERP system. The tailored procedure documents will be provided to the County core users to assist them with the homework exercises.

Conference Room Pilot

- Once prototyping is complete, core users will then validate the system by confirming that it is setup properly.
- The core users will walk through all business processes and scenarios under the guidance of Crowe. This should confirm that they have a deep understanding of how the system works.
- All of the technical components of the project – data migration, interfaces, customizations and reports – are validated during the Conference Room Pilot.

End User, Instructor Led Training

As part of the project Crowe will develop a training plan for the project that will define the timeline for training and training preparation activities (training content, logistics/facilities planning, etc.) – along with the courses needed, the training topics necessary within each course, and the course participants. Once the plan has been determined, it is assumed that the County will manage the registration and scheduling of its internal resources for the training schedule, including needed facilities.

- Instructor-led training will be provided on-site at the County, however, we do not anticipate ever training session to be covered on site and will leverage remote sessions for those that are not scheduled to be on-site. In addition, the training exercises will be customized for your unique needs and all training exercises will be conducted on your actual system. This will allow your users to train on a system with your actual chart of account structure, configuration settings and realistic data.
- End users across the County need to be trained on the new business processes and system prior to cutover. We will leverage a 'train-the-trainer' approach.
- Crowe will lead two training session for each functional area/module with the core user(s) helping support that training session. All subsequent sessions will be led by the County core users. Should the County desire additional training assistance – Crowe and the County can work together to determine the scope of effort and additional cost.
- The tailored procedure documents, customized for the County, will be made available to the County for future use/customization and support future "train the trainer" activities.
- Total anticipated instructor led training courses are listed below (total days combined across the two training session). Crowe and the County will work together to finalize the end user training schedule.

Train-the-Trainer Course Description	Duration (per class)
Accounts Payable	2 days
Accounts Receivable	2 days
Budget Planning	4 days
Cash Management	2 days
Expense Management	2 days
Fixed Assets	2 days
General Ledger / Financial Reporting / Budget Maintenance	3 days
Procurement and Sourcing (including Budget Control)	4 days
Project Management & Accounting	4 days
System Administration Training	2 days
Workflow Training (additional training)	8 days
Business Intelligence / Power BI	2 days
Vendor Collaboration	2 days

End Users:

- End users will be primarily trained through instructor-led training.
- If desired, some end users could also leverage the eLearning courses.

Technical Users:

- We will deliver a System Administrator training session for designated the County technical team members. We will provide technical training to both system administration resources at the County as well as technical support resources, as needed. Administration training will include core concepts of the product architecture, how to install and configure the setup of the system, and how to operate, administrate, troubleshoot and maintain the system (e.g., apply patches), business continuity and recovery (backup/restore), security administration, and workflow design.
- Technical team members can optionally go through the prototyping process or the end user training program as well.

Assumptions

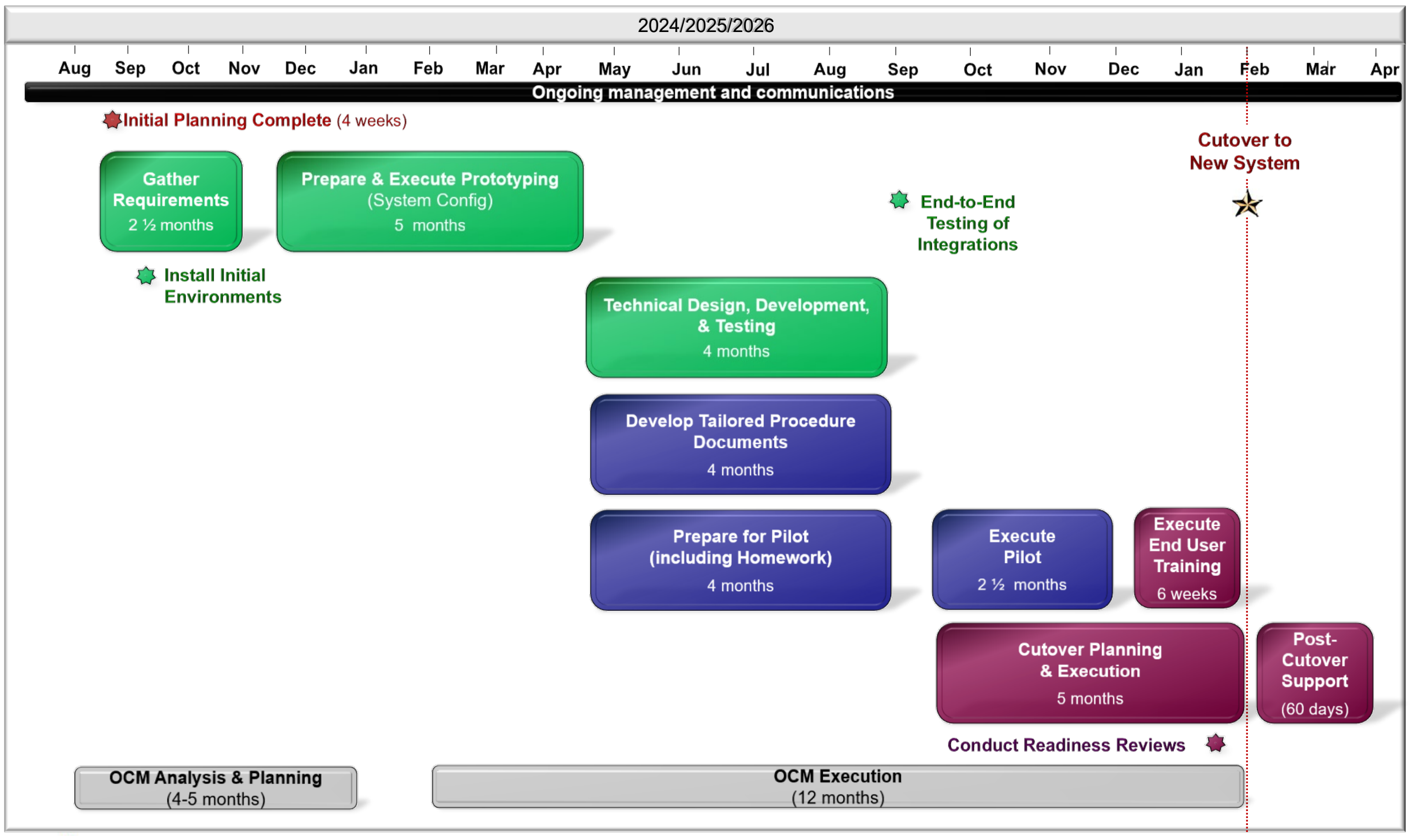
1. Crowe will lead two training session (up to 15 participants) for each functional area with the core user(s) helping support those training sessions. All subsequent classes will be led by the County core users. It is assumed that the County core users will assist Crowe with the initial training classes – to help make sure that the County trainers are properly prepared if they need to teach subsequent classes. Crowe will utilize training scripts and the developed tailored procedure documents to provide written instruction and guidance to session attendees and these can then be used for all subsequent downstream training.
2. Crowe will provide Microsoft Dynamics System Administration/ Support training for the County technical administration team (2 days).
3. Crowe will provide Microsoft Dynamics Workflow Training and have added 40 hours for the additional training.

g. Project Schedule

Below we have provided an initial project schedule - including the activities and milestones for this implementation. We are recommending a 18-month implementation with 2 months of support with a project start date of 7/22/2024. SOW #1 scope will have us complete DED 1 - DED 6, DED 37, DED 38 and start DED 7. Crowe will use the information gathered during DED 1-6 to firm up assumptions currently made in SOW #2. Crowe and the County will need to execute SOW #2 before we start DED 7. Crowe has included DED 7, Prototyping (first set of scenarios) in SOW #1 to make sure that there is not a work stoppage as we firm up SOW #2. *Please note, DED 7, Prototyping (first set of scenarios), will be used for Crowe to prepare for Prototyping*.

SOW #2 will include DED 8-9, Prototyping (second set and third set of scenarios).

SOW #3 will include DED 10 Prototyping (final signoff) through the remaining DED's, including remaining OCM DED's. **Prior to project execution, Crowe and the County will work together to mutually agree upon a final schedule.** *Please note, depending on the final timeline for the project, Crowe and the County will determine if budget planning goes live at the same time as all of the other modules, or sometime shortly after the go live.*



Below are some of the key activities/milestones for the County to maintain the above schedule:

- Initial organizational change management analysis and planning activities will be completed over 4-5 months during SOW #1.
- Crowe access/permissions to establish the initial environments will be in place within 4 weeks of the start of the project
- All initial planning activities will be completed within 4-6 weeks of starting the project.
- Detailed operational reviews/requirements gathering sessions (along with the review/validation of the requirements) can take place over a 6-week period, roughly one month after the project begins.
- The County can allocate 3 days/week of the core users during prototyping to focus on this project. All configuration decisions regarding the new system will need to be finalized over a 4-month period.
- For interfaces, the 'owners' of the external systems will be able to provide sufficient support to the project team during prototyping to finalize the requirements for the interfaces. Additionally, the 'owners' of the external systems will be able to provide sufficient technical support during the design, development testing of the interfaces with Dynamics - over a 4 month period designated for technical design, development and testing – as well as during the conference room pilot and preparation for cutover.
- The County can allocate 3 days/week of the core users during conference room pilot to focus on this project. All validation activities for the new system (conference room pilot) will need to be finalized over an 8-10 week period.
- The County can allocate 3-4 days/week of core users during end user training. Training activities will take place over a 6-week period. Training will begin 1-2 weeks after conference room pilot is complete.
- The County can allocate 2-3 days/week of core users after cutover (for at least the first 60 days) to assist Crowe in providing end users at the County with support in using the new system.

4. Team Structure / Roles & Responsibilities

Below we have outlined our proposed project team, highlighting key roles for the Crowe team members as well as for the County.

Crowe Roles and Responsibilities

Below is a listing of the key roles that will be involved in the project and a brief description of each role. Final staffing will be based upon availability and will take place during preliminary project planning.

- **Client Principal:** The Client Principal is responsible for the overall project and the County relationship. They will provide oversight to the team and will assist with the overall strategy for the project, project management and communications, and review approaches and deliverables to deliver a high-quality implementation.

- **Project Manager:** The Crowe Project Manager will oversee and manage the day-to-day activities and consulting resources. They will work directly with the County's Project Manager and will be responsible for planning and managing the overall project and making sure activities are conducted properly and delivered on time. The project manager will work with the County to help drive the detailed planning, execution of activities, communications, status reporting and quality assurance for the project.

- **Dynamics Implementation Lead(s):** The Dynamics Implementation Leads are responsible for leading the operations review, prototyping, education, configuration of Dynamics, conference room pilot, training activities and cutover planning/ preparation. This individual(s) will also assist with the initial post-cutover support.

- **Dynamics Implementation Specialist(s):** The Dynamics Implementation Specialists will assist with the operations review, prototyping, education, configuration of Dynamics, conference room pilot, end user training activities, cutover planning/preparation, and post go-live support for the County immediately following the cutover. They will also drive the development of the tailored procedure documents.

- **Organizational Change Management Specialist:** The Organizational Change Management Specialist is responsible for working with the County to help assess the stakeholder readiness for this project and provide guidance on the communications and training desired to help improve end user acceptance of the final solution.

- **Technical Manager / Architect:** The Technical Manager / Architect is responsible for leading the technical team and activities required to implement the system (software installation, design, development, testing and deployment). They are responsible for helping architect the technical aspects of the implementation and provides solid knowledge of design and development best practices. They will serve as the primary point of contact for the County technical team and will assist with technical training/knowledge transfer.
- **Technical Developer(s):** The Technical Developer(s) is responsible for assisting with technical designs, development, implementation and unit testing of the technical changes (e.g., data conversions, interfaces, customizations, etc.). This individual(s) will correct issues that may arise during testing and will help provide the necessary technical training/knowledge transfer to the County.

County Roles and Responsibilities

The following are the key roles and responsibilities for the County resources. Crowe acknowledges and appreciates the County's commitment of personnel that will be involved in the project implementation

- **Executive Sponsor:** The Executive Sponsor is responsible for setting the vision and overall direction for the project, securing commitment of human and financial resources and securing the commitment of senior management. ***Expected commitment is limited, 1-2 hours a month.***
- **Steering Committee:** The Steering Committee is responsible for providing overall guidance and direction to the project, monitoring the progress of the project and helping resolve issues that cannot be resolved within the project team. These individuals will also approve any changes to the plan, if needed, and will allocate the necessary human and financial resources to meet the project needs. Typically, the Steering Committee is comprised of both business and technical individuals. ***Expected commitment is limited, 1-2 hours a month.***
- **County Project Manager**: The County Project Manager is responsible for coordinating and assisting with the management of the project, including scheduling the necessary resources/ sessions and ensuring all activities are understood by the County resources. He/she will coordinate, monitor and manage the County activities and resources – and will work closely with the Crowe project manager. The County project manager will help ensure that the County is able to meet its commitments as well as help ensure that the County embraces and adopts the process and new solution. *Expected commitment is, on average, 4-5 days/week (based on a 18-month schedule)*
- **County Subject Matter Experts (Core Users):** The County Subject Matter Experts (Core Users) are responsible for helping outline and finalize the requirements and provide information about the current processes. They will also work hand-in-hand with the Crowe implementation leads/specialists to help configure the new solution, finalize reporting needs, and provide information regarding data conversions and integrations/customizations for the new system.

  These individuals will be responsible for executing the conference room pilot scripts and approving the final tailored procedure documents to verify the system meets the County's needs, as well as assisting with the cutover activities and leading the supplemental training sessions beyond the Crowe-led end user training. ***Expected commitment is, on average, 3 days/week (based on a 18-month schedule)***
- **County Technical Specialists:** The County Technical Specialists are responsible for providing the knowledge and understanding of the current technical environment. They will assist Crowe with the design/development of data conversions (including pulling the necessary data from existing systems) – and interfaces to external systems (if needed). The County will select a key technical support resource(s) that Crowe will work with to transfer the knowledge of how the solution was implemented and how to support the solution once the project is complete. Once the new system is in place, they will be responsible for providing the necessary technical support for the application and environment. ***Expected commitment will be varied (as needed) throughout the project. Data conversion and interface activities are areas in which their time will be needed the most.***

County Resources - Responsibilities

Below is a summary of the key activities the County resources will be responsible for during the project.

- **Business Process/Requirements:** County personnel will be responsible for working with Crowe to help the project team understand current and desired processes as well as outline all of the business scenarios needed to support operations in the new system. It is expected this will be led by the core users for the project.
- **Users/Roles:** Crowe will train the County personnel on how to setup user roles, duties and permissions and assist with setting up the core users on the project. The County will work with Crowe to setup and maintain user roles, duties and permissions.
- **Data Entry/Validation:** County personnel will be responsible for setting up master data and ancillary tables not targeted for data conversion. Additionally, it is assumed that Crowe will provide the County with a tool to load GL balances and budgets into the system. We will convert the first two years of GL

history and the current year budget; and the County will convert any remaining years – as desired (without assistance from Crowe). It is assumed that the County is responsible for validating data converted into Dynamics.

- **Workflows:** County will be responsible for maintenance of the workflows in the final solution after cutover.
- **Financial Reports:** County will be responsible for assisting Crowe in the creation of the custom financial reports using Financial Reports. Crowe will create the reports outlined in this statement of work, and will also train County users as we do this. Financial Reports can be a powerful reporting tool over the ledger, and our experience has shown that the best way for users to learn is to work side-by-side with Crowe (and assist) as initial reports are created.
- **Dynamics Proficiency:** At the conclusion of prototyping, Crowe will provide the County core users with a list of 'homework' exercises that they will be responsible for completing so they become well versed in using Dynamics and verifying the final configuration of the system. This is critical since the core users will be ultimately responsible for assisting with the training and support of the end users across the County.
- **Procedure Documents:** The core users at the County will be responsible for maintaining the tailored procedure documents after conference room pilot – and keeping them up to date after the implementation has been completed.
- **Conference Room Pilot:** The core users at the County will be responsible for driving the testing during the conference room pilot. Crowe will help facilitate the testing/validation process; however, ultimately the County will be responsible for executing the test cases; determining if any test cases were missing and signing off on the final system.
- **Training:** Crowe will lead the first training session for end users for each functional area. It is expected that the core users at the County will assist Crowe during those initial training sessions, as well as will be responsible for any subsequent training sessions.
- **Cutover Plan:** The County will be responsible for working with Crowe to develop a cutover checklist. the County will be responsible for leading and managing all activities assigned to the County personnel.
- **Support:** The core users at the County need to be proficient and well versed in Dynamics and the configurations for the County at the time of cutover. It is expected that the core users will help Crowe support all end users after cutover.
- **Technical Management:** Crowe will set up Dynamics in all 3 environments and will provide the County with technical training that covers the Dynamics environment and system administration. Once the system goes live, the County will be responsible for Users/Data and the Application as described in the Roles and Responsibilities of the Microsoft Service diagram. Tasks related to these activities can also be accomplished with Crowe's assistance through additional ongoing support services, should the County desire to do so.
- **Project Management:** A project manager from the County will serve as the primary interface for the team in resolving issues, coordinating activities (including sessions, meetings, training, design, the County deliverables, etc.) and approving final project deliverables. The County project manager will be responsible for leading and monitoring all activities for which the County staff are responsible.

5. Pricing

The milestone plan assumes a total of an 18-month implementation with 2 months of support. It is assumed Crowe will bill the County monthly for the milestones, and payments will be net 30 days. Below milestones are for SOW #1.

a. Implementation Services

Below we have provided pricing for our implementation services, software and software maintenance. We have provided a fixed fee estimate for the implementation services. *Please note, our implementation services milestones are inclusive of travel expenses and 60 days of post-cutover support.*

Prepare	
1. Initial Planning	$18,000
2. Execute Capacity Assessment	$39,000
3. Execute Operational Reviews	$60,000
4. Finalize Business Scenarios	$50,000
5. Finalize Future State Flows	$24,000
6. Initial Environment Setup (Development, Test/Training)	$34,000
Configure	
7. Prototyping (first set of scenarios)	$116,000
Organizational Change Management Services	
35. OCM Change Management Analysis Document	$35,000
36. OCM Change Management Plan (Communication & Training)	$25,000
Total	**$401,000**

The milestone plan assumes a 18-month implementation with 2 months of support. It is assumed Crowe will bill the County monthly for the milestones, and payments will be net 30 days.

b. Hours

Below we have outlined places where 'hours' are included in the SOW. They fall into 2 categories, which we have described below.

1. **Defined Number of Hours**
   (how the hours are used will be determined during the project)

   Below we have listed the 2 places in the SOW where we have included a defined number of hours for an activity that will be tracked in a 'time and materials' manner during the initial implementation. These items represent areas where we expect assistance to be provided; however, it is not possible at the start of a project to identify exactly how the hours will be used.
   - **Business Intelligence / Power BI reporting (40 hours)**
   - **Post Cutover Support (650 hours)**

   During the course of the project, Crowe and the County will work together to determine how to use the number of hours included with this activity. Crowe will report the hours used to the County on a regular basis (timing mutually agreed upon with the County – not more frequently than weekly). Should the County desire additional hours of assistance beyond those identified in this statement of work for this activity, the additional hours will be addressed through the project change control process.

2. **Order of Magnitude Effort**
   (based on a defined business scope)

   Below we have listed the 4 places in the SOW where we have included a defined effort in our fixed fee cost that represents the expected order of magnitude effort for Crowe, based on the defined scope of each activity within this SOW. The effort is based on similarly sized public sector projects and includes reasonable time to work with the County to define, develop, tweak, and refine each of these items.
   - **Pre-formatted Forms**
   - **Workflows**
   - **Financial Reporting**
   - **Chat of Account Redesign**

   If concerns arise regarding the effort, Crowe will work with the County to review the reason for the concern (e.g., recent decisions require re-working material portions of the deliverable, the County resources may not have sufficient time to engage in the activity with Crowe, etc.) and mutually agree upon an approach to address the concern. Should it be determined that additional assistance from Crowe will be needed beyond what was included in our fixed fee, the additional effort will be addressed through the change control process. Development of additional pre-formatted forms, workflows or mutually agreed upon additional assistance with the chart of accounts will be addressed through the change control process. Please note, detailed hours will not be reported to the County for these areas.

c. Software / Maintenance

It is assumed that the County will purchase the Microsoft software subscription and maintenance/support using the County's Enterprise Agreement (EA). Additionally, the software licensing and maintenance for the Crowe Solution for State and Local Government will be purchased from Crowe through a separate contract. *Please note, the County's tenant is in the Government Cloud (GCC).*

d. Additional Services

Should changes in scope or additional services be mutually agreed to between Crowe and the County, the following rates would be used to estimate the effort for the requested change. These rates will be in effect for 18 months from the start of the contract. For each subsequent year the hourly rates will increase by 3%. If it is determined travel is required for any changes, the appropriate travel costs would be included in the final estimate provided to the County.

Role	Hourly Rate
Client Principal	$315
Project Manager	$235
Dynamics Functional Lead	$235
Dynamics Functional Specialist	$185
Dynamics Technical Architect	$235
Dynamics Senior Developer	$185
Dynamics Developer	$160

e. Reductions In Scope

During the project, should the County request reductions in scope - those changes will be documented in a change order (statement of work) mutually agreed to by Crowe and the County. Crowe will work with the County to determine if the 'credit' for reduced scope should be applied to additional scope that has been or may be requested by the County, or if the 'credit' for the reduction in scope should be applied to an upcoming milestone to reduce the cost of the milestone. 'Credits' for reduction in scope will not be applied to milestones already invoiced.

4. Deliverable Expectation Documents (DED's)

a. DED Acceptance

DED Acceptance (for all deliverables):

- **Acceptance Form:** An acceptance form will be developed and mutually agreed to between Crowe and the County to be utilized for DED acceptance. For each of the DEDs, Crowe will work with the County to obtain signoff. It is expected that the form will contain the following types of information:
  - DED ID/Name
  - Date
  - Client Owner (for signoff)
  - Description/Overview
  - Required Changes/Updates (only if needed)
  - Approval (accepted as complete, accepted pending required changes, not accepted)
  - Additional Notes (only if needed)
  - Signature with date

- **Acceptance Criteria:** All deliverables will be formally reviewed and accepted by the County using the Deliverable Expectation Document (DED) below as a guide. Deliverables shall be accepted by the County when:
  - The deliverable contains the components specified in the Scope / Deliverable Outline of the DED.
  - The deliverable has been reviewed for and meets acceptable standards for content, quality, formatting, and spelling.
  - Crowe and the County have agreed to and accepted the content of each outlined component, or Crowe and the County have agreed that the content is no longer required for acceptance.
  - Crowe and the County have resolved identified content or quality issues.

Example Acceptance Form

Date	
Client Owner	
DED	
Description/ Overview	
Required Changes/Updates (if needed)	
Additional Notes (if needed)	

Client Owner Signature	Date	Approval
		☐ Accepted as Is/Complete ☐ Accepted, Pending Required Changes Above ☐ Not Accepted (see notes)

b. DED Forms

DED 1: Initial Planning

Phase: Prepare

Objective/Purpose:

This deliverable will include the completion of the detailed project plan for the project, working in conjunction with the County project manager. It will also include preparation for and execution of a project kickoff meeting with the County.

Scope / Deliverable Outline:

- Project Plan
  - Activities for the Project including both Crowe and the County tasks
  - Responsibilities
  - Prerequisites and dependencies
  - Due Dates
  - Status Updates
  - Deliverables and the County review periods
  - Payment Schedule

- Kickoff Meeting – The purpose of the kickoff presentation is to review the vision and objectives of the project, the scope of what is being implemented, the overall approach and timing, and expectations with key resources for the Crowe team and for the County. In general, the following areas are typically addressed in the kickoff presentation. Crowe and the County will mutually agree upon the final areas to include.
  - Project Vision / Objectives
  - Solution Overview (functionality, interfaces, conversions, enhancements, etc.)
  - Implementation Approach
  - Project Schedule
  - Team / Roles and Responsibilities
  - Next Steps

Crowe Role:

- Project Plan – Provide a Microsoft Project Plan that supports the scope and timeline agreed to in the statement of work. The Crowe project manager will work with the County project manager to finalize the status meetings/reporting for the project.
- Kickoff Meeting – Develop a draft of the kickoff presentation and work with the County to finalize the presentation. Work with the County to schedule the kickoff meeting. Crowe to lead part of the presentation.

County Role:

- Project Plan – Work with the Crowe project manager to review the project plan to make sure it aligns with the agreed upon scope and timeline of the statement of work. The County project manager will work with Crowe to finalize the status meetings/reporting for the project.
- Kickoff Meeting – Work with Crowe to finalize the kickoff presentation. The County will deliver part of the kickoff meeting presentation, in conjunction with Crowe.

Notes:

- Crowe will work with the County throughout the project to determine who will be designated as the official “Signoff” person for each deliverable included in the statement of work.
- After sign off, Crowe will manage the project plan and make updates necessary to communicate progress and/or modify tasks and due dates to reflect potentialfor revised schedules.

DED 2: Execute Capacity Assessment

Phase: Configure

Objective/Purpose:

Crowe will execute capacity assessment interviews with 10 business areas within the County to review their ability to staff the ERP implementation while managing their respective business area. After completing the capacity assessment interviews, Crowe will produce a deliverable outlining each business area, current capacity, ability to handle additional capacity due to the ERP implementation, and recommendations on how to address the capacity concerns, if applicable.

Scope / Deliverable Outline:

- This deliverable includes the execution of the capacity interviews with the County across the ten (10) business areas outlined in the Scope of Services Section of this SOW.

Crowe Role:

- Provide the County with the desired order and duration of the Capacity Review Sessions – along with the types of individuals that should be included in each session.
- Identify and request key documentation from the County to review prior to executing the Capacity Review Sessions.
- Lead the Capacity Review Sessions to understand the County's capacity needs.
- Develop Capacity Review deliverable outlining current capacity assessment for the ten (10) business areas, ability to handle additional capacity, and recommendations on how to handle capacity concerns.

County Role:

- Schedule the Capacity Review Sessions, including identifying/scheduling necessary County resources.
- Gather requested documentation (e.g., sample documents, sample reports, any process documentation, etc.) and provide to Crowe.
- Participate in the Capacity Review Sessions to define the County's business needs for the new solution and provide examples.

Notes:

- This DED is only focused on Capacity Review Sessions and the final Capacity Assessment Deliverable.

DED 3: Execute Operational Reviews

Phase: Configure

Objective/Purpose:

Crowe will execute interviews with each of the functional areas at the County included in the scope of this project to review the business needs for the functional area and confirm the requirements from the RFP.

Scope / Deliverable Outline:

- This deliverable includes the execution of the interviews with the County across the functional areas outlined in the Scope of Services Section of this SOW.

Crowe Role:

- Provide the County with the desired order and duration of the Operational Review Sessions– along with the types of individuals that should be included in each session
- Identify and request key documentation from the County to review prior to executing the operational reviews
- Lead the Operational Review Sessions to understand the County's business needs and tie them back to the requirements in the functional requirement matrix for phase 1.

County Role:

- Schedule the Operational Review Sessions, including identifying/scheduling necessary County resources.
- Gather requested documentation (e.g., sample documents, sample reports, any process documentation, etc.) and provide to Crowe.
- Participate in the Operational Review Sessions to define the County's business needs for the new solution and provide examples.

Notes:

- This DED is only focused on the execution of the interviews. The details of these interviews will be captured in **DED 4: Finalize Business Scenarios**.

DED 4: Finalize Business Scenarios

Phase: Configure

Objective/Purpose:

The purpose of the business scenarios deliverable is to outline the detailed business needs that need to be addressed in the new solution. Business scenarios are created after the Operational Reviews are completed. The business scenarios are cross referenced back to the County's requirements matrix. Business scenarios flow through all aspects of the implementation. Business scenarios are captured by module/functional area – and updated through the various stages of the implementation.

Scope / Deliverable Outline:

At this stage (after operational reviews) the business scenarios are defined with the following information. Below we have included part of a scenario workbook as a sample for reference.

- Business Area (e.g., Module – General Ledger, Procurement, etc.)
- Functional Area (e.g., Setup, Transactions, Period End, Reporting, etc.)
- Scenario ID
- Scenario Name
- Scenario Description
- Status
- Owner
- Cross Reference to the County Requirements

Projects and Grants						
Business Area	**Functional Area**	**Scenario ID**	**Scenario Name**	**Scenario Description**	**Status**	**Require-ments**
Projects & Grants	Grant Setup	PG-140	New Grants: Grant Setup	Need the ability to setup new grants. The following information needs to be tracked and recorded at the grant level: • Grant number and name • CFDA Number • Grantor entity • Grant awarded date • Grant expiration date (last date to seek reimbursement)	Closed	GA-2317, GA-2318
Projects & Grants	Project Budget	PG-300	Capital Project Budget: Costs	Needs the ability to establish budgets for capital projects and sub-projects costs. Project cost budgets may span multiple years. Capital Projects are budgeted using FTA ALIs. Multi-year budgets will need to be allocated to the individual years of the project. Need the ability to utilize a workflow to submit, review, and approve an initial capital project budget.	Closed	GA-2321, GA-2322, GA-2323
Projects & Grants	Project Purchasing Transactions	PG-610	Project Purchase Orders: Year End Carry Forward	Need the ability to roll-forward open project purchase orders for multi-year projects/grants.	Closed	GA-2429
Projects & Grants	Project Transactions	PG-905	Adjust project transactions	Need the ability to review project transactions that have been posted, identify errors, and correct these errors. Project transaction adjustments may include one or more of the following: • Project transaction needs to be coded to a different project • Project transaction needs to be coded to a different category • Project transaction needs to be re-processed through a different funding packet	Closed	New

Crowe Role:

- Develop detailed business scenarios by functional area and tie the business scenarios back to the detailed requirements in the requirements matrix.
- Review the business scenarios with the core users at the County.
- Incorporate the County feedback into the final business scenarios and finalize the business scenarios.

County Role:

- Review the detailed business scenarios to make sure they are complete and correct.
- Provide Crowe with any feedback or questions regarding the business scenarios.
- Provide signoff on the final set of business scenarios.

Notes:

- The County core users for each functional area will be responsible for signing off on the accuracy and completeness of these scenarios before we move into the next stage of Prototyping (System Configuration).

DED 5: Finalize Future State Flow Diagrams

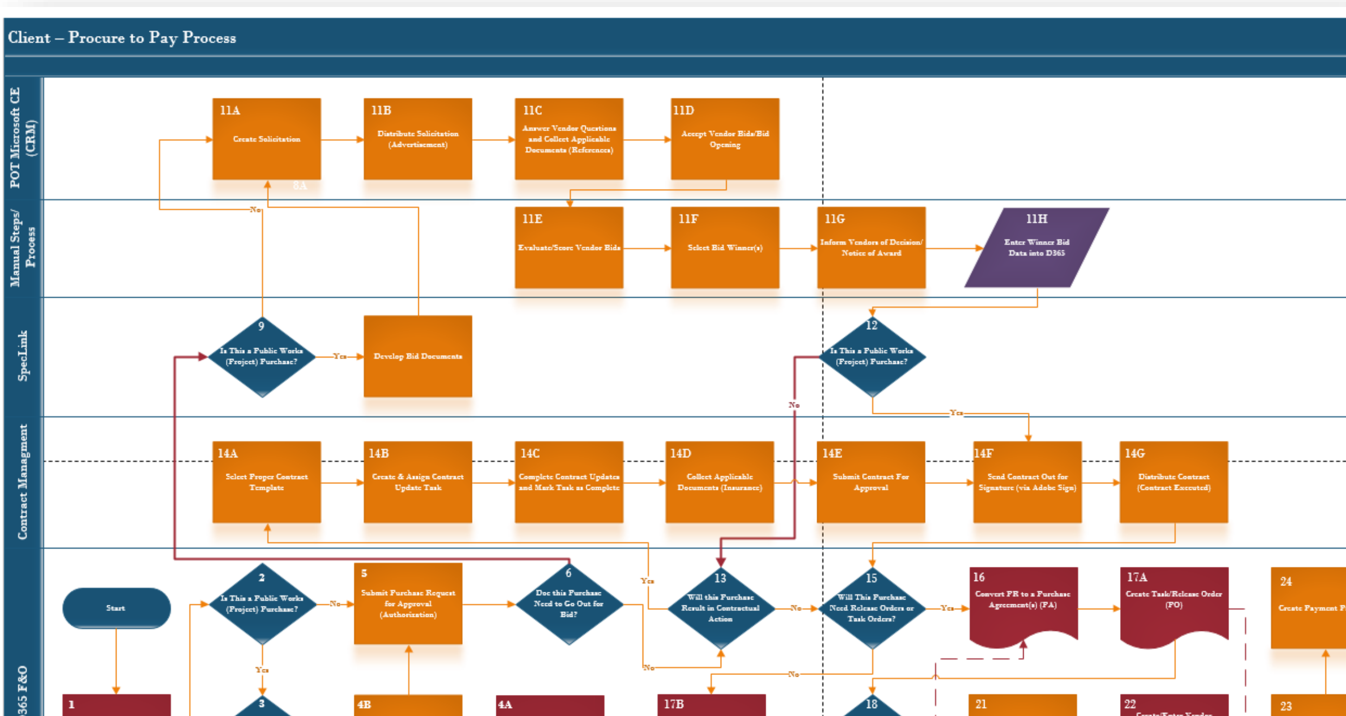
Phase: Configure

Objective/Purpose:

The purpose of the business scenarios deliverable is to outline the detailed business flow diagrams needs that need to be addressed at the County. Future state flow diagrams are created after the Operational Reviews are completed. The future state flow diagrams are cross referenced back to the County's eight (8) business processes that Crowe and the County agreed to during Initial Planning.

Scope / Deliverable Outline:

At this stage (after operational reviews) the eight future state flows are defined. Crowe will build flow diagrams, including swim lanes, that will display how the County will process a future state process in Dynamics 365.



Crowe Role:

- Develop eight (8) future state flows using Microsoft Visio.
- Review the future state flows with the core users at the County.
- Incorporate the County feedback into the final future state flows and finalize the the future state flows.

County Role:

- Review the detailed future state flows to make sure they are complete and correct.
- Provide Crowe with any feedback or questions regarding the future state flows.
- Provide signoff on the final set of future state flows.

Notes:

- The County will be responsible for signing off on the future state flows and completeness of these scenarios before we move into the next stage of Prototyping (System Configuration).
- Crowe assumes any updates to future state flow diagrams after Prototyping will be done by the County.

DED 6: Initial Environment Setup (Development, Test/Training)

Phase: Configure

Objective/Purpose:

This DED refers to setting up the development and test/training environments. These environments will be the basis for system prototyping, conference room pilot, end user training, and system acceptance by the County.

Scope / Deliverable Outline:

Establish the development and test/training environments, inclusive of the Dynamics software and Crowe Solution for State and Local Government .

Crowe Role:

- Crowe will establish the Development and Test/Training environments, inclusive ofthe Dynamics software and the Crowe Solution for State and Local Government .
- Once the County has purchased the Dynamics 365 subscription licenses, Crowe and the County will schedule time with Microsoft to review the process of activating your subscription.
- Crowe will install the Crowe Solution for State and Local Government in the environments.
- Crowe will lead the configuration of the environments with assistance from the County (e.g., license configuration, setting up batch jobs, email parameters, etc.).
- Crowe will establish a development environment for each of the Crowe development resources on the project.
- Crowe will provide documentation to the County on how to setup DevOps, as well as manually deploy the Office Product add-in to user machines. It is assumed the County will setup DevOps (since you need to be the owner of the project) and will deploy the Office products and the Office add-in locally on the County user machines. Crowe will provide support during the setup of DevOps and the deployment of the Office product add-in for each of the core users on the implementation.

County Role:

- The County will purchase the software licenses and provide Crowe with the necessary access to install/establish the environments.
- The County will activate your subscription, based on the call with Microsoft. The County will also provision Crowe resources in Life Cycle Services (LCS) and the environments (with appropriate access by Crowe resource). Crowe will provide guidance to the County on the level of access needed for the different types of consultants on the project.
- The County will provide Crowe with assistance during the configuration of the environments.

Notes:

- This DED refers to establishing the non-production environments at the start of the project. **DED 22: Technical Installation (QA/Safe Set)** and **DED 23: Technical Installation (Production)** will take place later in the project to establish the QA/Safe Set and Production environments . This activity is in SOW #2.

DED 7: Prototyping (first set of scenarios)

Phase: Configure

Objective/Purpose:

Prior to the execution of Prototyping, Crowe and the County will mutually agree to a 4-month schedule of Prototyping sessions that address each of the functional areas included in the scope of the SOW. These Prototyping sessions will be collaborative system configuration sessions where Crowe and the County work through each of the agreed upon business scenarios developed in **DED 4: Finalize Business Scenarios** and begin to determine the appropriate configuration in Dynamics.

For this DED, Crowe will execute the sessions scheduled for the first month of prototyping. Not all business or configuration decisions for these business scenarios will be finalized at this point. Final business and configuration decisions will be established in **DED 10: Prototyping (final signoff)** in SOW #2.

Scope / Deliverable Outline:

This deliverable includes a mutually agreed upon prototyping schedule as well as the execution of the prototyping sessions scheduled for the first month of prototyping. Crowe will provide updates to the business scenarios that were covered during the sessions in the first month.

Crowe Role:

- Provide the County with the desired order and duration of the Prototyping sessions– along with the types of individuals that should be included in each session.
- Provide the County with data requests needed to assist with configuration of Dynamics (e.g., sample of documents, sample reports, data extracts, etc.)
- Lead the initial configuration of the Dynamics solution to address the business scenarios (in preparation for executing the Prototyping sessions).
- Lead the Prototyping sessions where Crowe and the County will determine the agreed upon configurations, integrations, pre-formatted forms, customizations, reporting, workflows, and data conversions for the new solution to support the defined business scenarios.
- Update the business scenarios document with the appropriate details from the Prototyping sessions.

County Role:

- Identify and help schedule the necessary County resources.
- Gather data requested by Crowe (e.g., sample of documents, sample reports, data extracts, etc.) and provide to the Crowe team prior to Prototyping sessions.
- Project manager and core users at the County actively participate in the Prototyping sessions and work with Crowe to determine the agreed upon configurations, integrations, pre-formatted forms, customizations, reporting, workflows, and data conversions for the new solution to support the defined business scenarios.
- Review the updated business scenarios with the Prototyping decisions and provide Crowe with any feedback or questions regarding the decisions captured.

Notes:

- This DED is only focused on the execution of the prototyping sessions. The final business and configuration details will be captured in **DED 10: Prototyping (final signoff)**.
- It is possible the County, and Crowe may determine adjustments to the initial Prototyping schedule are appropriate for a variety of reasons. It is assumed that if the schedule should change mid-way through Prototyping, that those mutually agreed upon schedule changes are reflected in the expected prototyping sessions to be delivered in this month.

DED 35: Organizational Change Management Analysis

Phase: Organizational Change Management

Objective/Purpose:

Identify and analyze stakeholders, the "scope of change", and the change environment at the County. This will include input from the Executives and Functional Area Owners, and will be used to drive the details included in the OCM plan - **DED 36: Change Management Plan (Communications, Training)**.

Scope / Deliverable Outline:

The change management analysis document will provide a summary of the stakeholders affected by the implementation, along with the key themes that should be considered by the team during the project across Organizational Readiness, Stakeholder Readiness, Communications and Training. Additionally, we will include a stakeholder matrix that Crowe and the County will work together to complete. This document will be input into the organizational change management plan, which is developed next, in - **DED 36: Change Management Plan (Communications, Training)**

Below are items included in the Change Management Strategy, along with a sample of the stakeholder analysis for reference.

- Key themes (organized by the following areas)
  - Organizational Readiness
  - Stakeholder Readiness
  - Communication
  - Training

			Stakeholder Analysis High | Medium | Low			
ID	Stakeholder Group	# of Staff Impacted	Criticality to Project Success	Experience With Change	Degree of Resistance to Change	Ability to Influence Acceptance
ex.	Accounting Staff, EXAMPLE	8	High	Med	Med	Low
	Executive Leadership					
1	Board of Directors		High			
2	CEO	1	High			
	Finance					
3	CFO	1	High			
4	Accounting Director & Supervisors		High			
5	Accounting Staff		High			
6	Accounts Payable Director & Supervisors		High			
7	Accounts Payable Staff		High			
8	Accounts Receivable Director & Supervisors		High			
9	Accounts Receivable Staff		High			
10	Budget Director & Supervisors		High			
11	Budget Management Staff		High			
	Procurement					
12	Procurement Director & Supervisors		High			
13	Procurement Staff		High			
	Projects & Grants					
14	Projects/Grants Mgmt Director & Supervisors		High			
15	Projects/Grants Mgmt Staff		High			
	Fixed Assets / Inventory					
16	Fixed Assets Director & Supervisors		High			
17	Fixed Assets Staff		High			
18	Inventory Director & Supervisors		High			
19	Inventory Staff		High			
	Information Technology					
20	CIO, CTO		High			
21	IT Director and Supervisors		High			
22	IT Staff		High			
	External Stakeholders					
23	Banks		Low			
24	Vendors		Med			
25	Auditors		Low			
26	Unions		Med			

- Stakeholder Analysis Matrix (see sample)

Crowe Role:

- Work with the County to identify the stakeholders for this project.
- Provide an initial draft of the stakeholder matrix to the County, and work with the County to finalize.
- Work with the County to identify appropriate participation in the Executive Review meeting and the Functional Area Owners Meetings.
- Prepare for and execute the Executive Review meeting.
- Prepare for and execute the Functional Owners meetings.
- Develop the Change Management Analysis Deliverable and review with the County.

County Role:

- Provide input to Crowe regarding the stakeholders for this project. Update the stakeholder matrix, and work with Crowe to finalize.
- Work with Crowe to identify appropriate participation in the Executive Review Meeting and Functional Area Owners Meetings.
- Schedule the Executive Review and Functional Area Owners meetings, including logistics and identifying/scheduling the needed individuals.
- Review and provide feedback on the Change Management Analysis deliverable.
- Signoff on the final Change Management Analysis deliverable.

Notes:

- None.

DED 36: Organizational Change Management Plan (Communications, Training)

Phase: Organizational Change Management

Objective/Purpose:

The purpose of the change management plan is to outline the key activities recommended to address change management on this project. The plan is broken into two categories – the Communications Plan and the Training Plan.

Scope / Deliverable Outline:

Crowe will work with the County to develop the OCM plan. Below are items included in the OCM plan, along with a sample of each of the two sections for reference.

- Guiding Principles
- Communications Plan, broken into key areas such as
  - Executive Level Communications
  - Business Area Communications
  - Broader Organization / Project Team Communications
  - External Communications
  - Other Communications
- Training Plan

Communication Activity	Purpose/ Content Summary	Responsibility	Channel/ Media	Frequency/ Timing	Primary Audience
Executive Level Communications					
Board of Directors Update Meeting	Provide project updates to the Board of Directors at standard Board meetings, as needed	One or multiple Client Executives	Formal meeting	Around key project milestones, and/or as requested by the Board	Board of Directors
Business Area Communications					
Functional Area Owners Meeting	Regular meeting to allow Functional Area Owners to talk through issues that cross modules / business areas.	Client Project Manager to coordinate. The Owners involved may vary based on topic.	In person / conference call	Bi-weekly / monthly	Functional Area Owners
Department Meetings	Members of the OCM team attend regularly-scheduled department meetings to discuss the project and answer questions specific to the department.	Crowe or Client OCM Lead, Crowe Functional Lead or Client Functional Owner, depending on topics, issues, and departments	In-person meeting	As needed	Individual departments
Broader Project Team Communications					
Project Newsletter	H[illegible] ai[illegible] m[illegible]				

Training Activity or Tool/Method	Description	Stakeholder Groups Receiving Training	Responsible	Timing	Training Materials
"Module Introduction" Training	Introduce the functional area owners to the relevant functionality within Dynamics AX during prototyping activities	Functional Area Owners	Crowe	Initial module training will take place in conjunction with prototyping activities	None – training is less formal
Homework Exercises (Post Prototyping)	Provide homework assignments to functional area owners to help them become better acclimated to the AX solution prior to system validation.	Functional Area Owners	Crowe (prepare and monitor completion)	Homework will be executed after prototyping is completed and prior to conference room pilot	Homework exercises, with AXP's and eLearning support
Module-based, instructor-led, classroom training	Detailed class-room instructor led training.	Planning will include the identification of training attendees and the scheduling of sessions to accommodate attendees	Crowe (train-the-trainer, 1 session per module) Client Functional Area Owners	End user training will take place after conference room pilot and prior to cutover. A detailed training schedule will be developed as part of the overall project.	Training Agenda with key topics (per module) Training materials will primarily be AX Procedure (AXP) documents defining procedures for a specific process A prepared (configured) AX training environment

Crowe Role:

- Develop the OCM Plan – which includes both communications training activities.
- Review the OCM Plan with the County, and refine/finalize.

County Role:

- Provide input to the OCM Plan.
- Signoff on the final OCM Plan

Notes:

- Once the OCM Plan is completed, Crowe and the County will work together to determine the activities in the OCM Plan that would be best for Crowe vs. the County to execute, and allocate the Crowe OCM hours included in the statement of work appropriately

Availability of Functionality			
Instructions for completing this worksheet: Please provide your recommended phasing for the modules you provide and the related timeline for each phase. If your recommend overlapping phases, please describe this in the comments.			
Response Indicators:			
S: *Functionality is available in the current software release.*		***T:*** *Functionality is not included in the current software release and is not planned to be a part of a future software release within the next 12 months; however, this functionality could be provided with integration to a third-party system.*	
F: *Functionality will be available in a future software release within the next 12 months.*			
C: *Functionality is not included in the current software release and is not planned to be a part of a future software release within the next 12 months; however, this functionality could be provided with custom modifications.*		***N:*** *Functionality cannot be provided.*	
No	**Functionality**	**Vendor Response** (S,F,C,T,N)	**Comments**
Accounts Payable			
1.01	The system has the ability to print 1099 forms and transmit them to the IRS electronically.	**S**	
1.02	The system has the ability to accommodate 3-way matching of purchase order, receiving documents, and invoice.	**S**	
1.03	The system has the ability to set a tolerance at invoice level by department, purchase order, or other user-defined criteria, which can limit the amount of override allowed on an invoice.	**S**	
1.04	The system has the ability to attach digital copies of receipts and other supporting documentation to invoice records.	**S**	
1.05	The system has the ability to electronically attach scanned invoices to the payable entry.	**S**	
1.06	The system has the ability to attach documents to the vendor file.	**S**	
1.07	The system has the ability to automatically assign payment terms for vendors and provides the ability to override the payment terms at the vendor and/or invoice level.	**S**	
1.08	The system has the ability to support electronic workflow for invoice approval, payment, and creation of voucher packets.	**S**	
1.09	The system has the ability to import purchasing card transaction detail to flow through Accounts Payable module, to display total spend per vendor.	**S**	Microsoft Dynamics 365 - Expense Management module
1.10	The system has the ability to reconcile purchasing cards between purchasing and Accounts Payable.	**S**	Microsoft Dynamics 365 - Expense Management module
1.11	The system has the ability to support positive pay process and vendor verification.	**S**	
1.12	The system has the ability to support decentralized invoice entry at the department level.	**S**	
1.13	The system has the ability to support batch, multiple, or individual invoice entry.	**S**	
1.14	The system has the ability to interface with check printers.	**S**	
1.15	The system has the ability to provide an online portal that allows for vendor to submit certain information and forms to the County (W9, invoice, ACH information, etc.).	**S**	Microsoft Dynamics 365 - Vendor Collaboration
1.16	The system has the ability to accommodate employee expense reimbursements (tuition reimbursement, travel expenses, per diem, etc.) through the Accounts Payable module as nontaxable events.	**S**	Microsoft Dynamics 365 - Expense Management
1.17	The system has the ability to import payable data from other systems.	**S**	
1.18	The system has the abillity to support issuing checks from multiple bank accounts.	**S**	
1.19	Ability to upload payment vouchers into AP for mass payments from Excel template.	**S**	
1.20	Ability to attached “Sealed” documents and limit access to these attachments in AP or JE.	**S**	Using Security and internal document tags, this can be accomplished.
1.21	Ability to report on payments to include or exclude due to sensitive nature for transparency reporting. (Flag to exclude from transparency reports.)	**C**	Crowe will build a flag that will mark a payment as sensitive or not.
1.22	Ability to track change history on vouchers as well as vendor setup.	**S**	
1.23	Ability to require dual approval on vendor banking changes.	**S**	
1.24	Ability for departments to setup vendors and Finance review and approve before allowing payment to vendor.	**S**	
1.25	Ability to upload invoices and create vouchers through AI or OCR.	**S**	
1.26	Ability to make changes to the vouchers throughout the workflow approval and notification is created to the creator of the original entry.	**S**	
Accounts Receivable			
2.01	The system has the ability to identify each transaction by a reference number that is sequentially generated automatically.	**S**	
2.02	The system has the ability to allow direct entry of invoices, cash receipts, or adjustment transactions with appropriate access permissions.	**S**	
2.03	The system has the ability to provide for decentralized data entry of billing information and an electronic approval process for submission of bills.	**S**	
2.04	The system has the ability to provide recurring billing capabilities.	**S**	
2.05	The system has the ability to automatically assign a number to a customer by user-defined rules.	**S**	
2.06	The system has the ability to allow a specific customer number, type, and/or category to be assigned to a new or existing customer.	**S**	
2.07	The system has the ability to provide a single screen to view all information related to a customer with multiple tabs on the screen (i.e., not requiring the need to go to multiple screens for all information).	**S**	

Availability of Functionality			
Instructions for completing this worksheet: Please provide your recommended phasing for the modules you provide and the related timeline for each phase. If your recommend overlapping phases, please describe this in the comments.			
Response Indicators:			
S: *Functionality is available in the current software release.*		***T:*** *Functionality is not included in the current software release and is not planned to be a part of a future software release within the next 12 months; however, this functionality could be provided with integration to a third-party system.*	
F: *Functionality will be available in a future software release within the next 12 months.*			
C: *Functionality is not included in the current software release and is not planned to be a part of a future software release within the next 12 months; however, this functionality could be provided with custom modifications.*		***N:*** *Functionality cannot be provided.*	
2.08	The system has the ability to generate a reimbursement request to the appropriate customer if there is a credit standing on the account with appropriate security permissions.	**S**	
2.09	The system has the ability to import invoices (and validate GL account numbers) produced by other billing systems to allow centralized collection and payment processing functions.	**S**	
2.10	The system has the ability to use laser-printed or pre-printed stock forms for invoices.	**S**	
2.11	The system has the ability to email invoices.	**S**	
2.12	The system has the ability to manage suspense account transactions electronically.	**S**	
2.13	The system has the ability to run Open A/R reports by Fund.	**S**	
Applicant Tracking			
3.01	The system has the ability to generate electronic requisitions to fill vacancies.	**N: Functionality cannot be provided.**	Determined to be out of scope
3.02	The system has the ability to tie a requisition to a specific job code or position number.	**N: Functionality cannot be provided.**	
3.03	The system has the ability to restrict entry of personnel requisitions to only those eligible and fully funded positions with a position control number (e.g., vacancies).	**N: Functionality cannot be provided.**	Crowe will create an additional field to track fully funded positions and use that field in the workflow condition
3.04	The system has the ability to maintain application data.	**N: Functionality cannot be provided.**	
3.05	The system has the ability to provide an online employment application interface.	**N: Functionality cannot be provided.**	
3.06	The system has the ability to save applicant data upon initial entry for user's profile with blocks prefilled for multiple application submissions with the ability to override.	**N: Functionality cannot be provided.**	
3.07	The system has the ability to permit the creation of a pre-application questionnaire to be completed prior to completing application to advise applicant of qualifying for minimum requirements of the position.	**N: Functionality cannot be provided.**	
3.08	The system has the ability to store applicant records that are received in response to a specific job requisition.	**N: Functionality cannot be provided.**	
3.09	The system has the ability to track applicant screening events including but not limited to: written, oral, performance, physical agility, training, and experience ratings.	**N: Functionality cannot be provided.**	
3.10	The system has the ability to support various workflow approval routing for departments with openings to make them aware of qualified applicants.	**N: Functionality cannot be provided.**	
3.11	The system has the ability to store applicant records that are received in response to a specific job requisition.	**N: Functionality cannot be provided.**	
3.12	The system has the ability to promote the selected applicant to the vacant position, without having to re-enter employee information or attach associated documentation such as resume or certification, with appropriate review and authorization.	**N: Functionality cannot be provided.**	
3.13	The system has the ability to provide an onboarding interface to allow new employees to complete new hire paperwork.	**N: Functionality cannot be provided.**	
3.14	The system has the ability to allow for storage of detailed job descriptions with functionality to make available to the public, not just during recruitment posting / advertising.	**N: Functionality cannot be provided.**	
Benefit Administration			
4.01	The system has the ability to establish multiple eligibility rules.	**N: Functionality cannot be provided.**	
4.02	The system has the ability to provide employee self-service for benefit plan open enrollment, new hire benefits enrollment, and other benefits changes.	**N: Functionality cannot be provided.**	
4.03	The system has the ability to start and stop any deductions at any given time (including a future date).	**N: Functionality cannot be provided.**	
4.04	The system has the ability to produce benefits confirmation (for current comparison to next year), including plan, coverage, dependent coverage, and employee ID number.	**N: Functionality cannot be provided.**	
4.05	The system has the ability to support pre and post tax payroll deductions and benefits.	**N: Functionality cannot be provided.**	
4.06	The system has the ability to integrate with the County's accounts payable and accounts receivable systems for the purpose of billing for benefits.	**N: Functionality cannot be provided.**	
4.07	The system has the ability to automatically produce payroll deductions based on benefit plan enrollments.	**N: Functionality cannot be provided.**	
4.08	The system has the ability to track multiple types of user-defined leave.	**N: Functionality cannot be provided.**	
4.09	The system has the ability to configure leave accruals according to employee type or group based on years of service.	**N: Functionality cannot be provided.**	
4.10	The system has the ability to generate summary statements by employee and employer contributions.	**N: Functionality cannot be provided.**	
4.11	The system has the ability to allow for employees to submit leaves of absence requests.	**N: Functionality cannot be provided.**	
4.12	The system has the ability to allow for employees to submit workers compensation incidents.	**N: Functionality cannot be provided.**	Microsoft Dynamics 365 - Case Management
Bid Management/e-Procurement			
5.01	The system has the ability to convert a requisition to a bid.	**S**	
5.02	The system has the ability to provide user defined bid types (i.e., RFP, RFQ, RFI, Quote, etc.).	**S**	

Availability of Functionality			
Instructions for completing this worksheet: Please provide your recommended phasing for the modules you provide and the related timeline for each phase. If your recommend overlapping phases, please describe this in the comments.			
Response Indicators:			
S: *Functionality is available in the current software release.*		***T:*** *Functionality is not included in the current software release and is not planned to be a part of a future software release within the next 12 months; however, this functionality could be provided with integration to a third-party system.*	
F: *Functionality will be available in a future software release within the next 12 months.*			
C: *Functionality is not included in the current software release and is not planned to be a part of a future software release within the next 12 months; however, this functionality could be provided with custom modifications.*		***N:*** *Functionality cannot be provided.*	
5.03	The system has the ability to interface online to post RFPs, RFQ's, quotes, bids.	**C**	An integration would be required to post online.
5.04	The system has the ability to accommodate web-based bid submission.	**S**	
5.05	The system has the ability to allow registered vendors to receive email notifications of bid opportunities to be downloaded.	**S**	
5.06	The system has the ability to create a tabulation of bids received.	**S**	
5.07	The system has the ability to require vendors to electronically register prior to bidding.	**S**	
5.08	The system provides the ability for automatic notifications of bid opportunities, addenda, tabulations, and bid awards.	**S**	
5.09	The system has the ability to track system generated correspondence.	**S**	Microsoft Dynamics 365 Procurement has addendum, question/answer and other correspondence features
5.10	The system has the ability to track and report on standard bid items and their average costs.	**S**	
Budgeting			
6.01	The system has the ability to support an annual budget process.	**S**	
6.02	The system has the ability to provide a framework or model for budgeting, so that once a budget model is built, changes to the budget only require entering variance amounts.	**S**	Microsoft Dynamics 365 Budget Planning has a framework that is used annually. Any updates to the framework are meant to be nominal unless the County makes a major change to the budgeting process. Typically, departmental users are asked to enter in their request or an amount that is a positive/negative of another amount. Data entry from a department user is low.
6.03	The system has the ability to provide payroll and benefit information by employee or position, for budgeting purposes.	**S**	
6.04	The system has the ability to budget at any level in the County's chart of accounts.	**S**	
6.05	The system has the ability to provide online budgeting capabilities for individual departments with appropriate security permissions.	**S**	
6.06	The system has the ability for user to enter details for each budget line item with the line items rolling up to calculate the total for the account.	**S**	Crowe Solution for State and Local Government
6.07	The system has the ability to "roll" the budget through at least five process levels (e.g., budget entry, board review, etc.).	**S**	
6.08	The system has the ability to produce a unified, County-wide budget and revenue estimate that is automatically consolidated from electronic inputs of different departments (i.e., debt service funds, CIP funds, all budget components such as statistical information.)	**S**	
6.09	The system has the ability to load budget information from third-party software (e.g., MS Excel).	**S**	
6.10	The system has the ability to allow the budget to be amended during the year by authorized personnel and provides an audit trail of those amendments.	**S**	
6.11	The system has the ability to budget for capital projects beyond one year.	**S**	Crowe Solution for State and Local Government
6.12	The system has the ability to provide a budget model or framework for forecasting purposes.	**S**	
6.13	The system has the ability to forecast at various levels of the budget (e.g., line item, functional area, revenue category).	**S**	
Cash Receipts			
7.01	The system has the ability to include cash receipt functionality.	**S**	Microsoft Dynamics 365 does not have a Point of Sale or retail experience out of the box. Microsoft Dynamics 365 Customer Credit and Collections, Accounts Receivable, Case Management, Sales Order Management functionality and more allow an organization to manage cash, collect cash, and to report on cash. We feel confident we can address the County's Cash Receipt requirements with out of the box functionality. Please note, Crowe has provided as an optional service/software using the Microsoft partner SK Global's ePay Portal and Credit Card Advantage solution that is embedded with Microsoft Dynamics 365. SK Global's ePay Portal is a customer facing portal that allows customers to pay invoices online with credit card, ACH, eCheck and more through a PCI compliant payment gateway. SK Global's Credit Card Advantage solution allows County employees to process credit cards transactions without the need of a customer record.
7.02	The system has the ability to identify each transaction by a reference number that is sequentially generated automatically.	**S**	Using Microsoft Dynamics 365, this can be accomplished out of the box.
7.03	The system has the ability to accept payment for transactions with no corresponding accounts receivable or bill already entered in the system.	**S**	Microsoft Dynamics 365 can accept payments without an invoice. If credit card functionality is needed, Crowe has provided SK Global as an optional service/software.
7.04	The system has the ability to temporarily allow or disallow certain payment tender types by customer.	**N**	Out of the box Dynamics 365 can default the method of payment but it does not mandate a specific payment type.
7.05	The system has the ability to accept multiple types of transactions for payment (e.g., cash, check, credit card, etc).	**S**	Out of the box Dynamics 365 can have multiple payment types. If there is a need to directly connect with a PCI payment gateway, we have included SK Global' s Credit Card Advantage as an optional service/software.
7.06	The system has the ability to produce a receipt when bills are paid (regardless of the payment method).	**S**	Out of the box Dynamics 365 can generate a printed report (receipt) when a payment is made. SK Global' s software can do the same

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7.07	The system has the ability to record type of payment (e.g., check, money order, cash, credit card) and a unique reference number.	**S**	Out of the box Dynamics 365 can have multiple payment types
7.08	The system has the ability to support receipt printing at local and networked printers as well as the ability to email receipts.	**S**	Out of the box Dynamics 365 can generate a printed report (receipt) when a payment is made. SK Global' s software can do the same
7.09	The system has the ability to accept overpayments.	**S**	Out of the box Dynamics 365 can generate a printed report (receipt) when a payment is made. SK Global' s software can do the same
7.10	The system has the ability to void and reprint a receipt.	**S**	Out of the box Dynamics 365 can generate a printed report (receipt) when a payment is made. SK Global' s software can do the same
7.11	The system has the ability to support check endorsement using a receipt printer.	**S**	Crowe is not clear on the requirement. If the County wants the ability to endorse checks using a printer, we can do that out of the box with Dynamics assuming the County has proper check stock. Check 21 functionality is not available in Dynamics or SK Global' s software.
7.12	The sytem has the ability to request write-off's with appropriate approval within the system.	**S**	Out of the box Dynamics 365 has Credit and Collection functionality that allows you to dispute, write off, and process NSF's, among other customer activities.
Compensation			
8.01	The system has the ability to provide a date-based compensation system that allows employee salary actions to be automatically triggered based upon County-defined effective dates and rules.	**N: Functionality cannot be provided.**	
8.02	The system has the ability to change the compensation table and have the change impact employee records while maintaining the history.	**N: Functionality cannot be provided.**	
8.03	The system has the ability to calculate back pay.	**N: Functionality cannot be provided.**	
8.04	The system has the ability to provide a mass pay increase function by percentage amount or flat dollar amount.	**N: Functionality cannot be provided.**	
8.05	The system has the ability to withhold garnishments from employee paychecks and support maximum amounts.	**N: Functionality cannot be provided.**	
8.06	The system has the ability to support an unlimited number of earnings/pay codes.	**N: Functionality cannot be provided.**	
8.07	The system has the ability to allow employees to be assigned to and paid from multiple positions in different funds, organizational units, classes, statuses, agency/company codes, etc. (i.e., concurrent employment).	**N: Functionality cannot be provided.**	
8.08	The system has the ability to issue employee contracts (e.g. teacher contracts).	**N: Functionality cannot be provided.**	Crowe has proposed the Microsoft Dynamics 365 Contract Manager solution that can be used to manage contracts e.g., vendor contracts, employee contracts, etc.
8.09	The system has the ability to support an unlimited number of general deduction codes for items such as insurance, retirement, child support, etc.	**N: Functionality cannot be provided.**	
8.10	The system has the ability to support deduction limits and maximum amounts.	**N: Functionality cannot be provided.**	
8.11	The system has the ability to maintain separate wage bases for: Federal Income; State Income, Social Security, Medicare.	**N: Functionality cannot be provided.**	
8.12	Ability to calculate and book accruals at year end.	**N: Functionality cannot be provided.**	
8.13	Ability to analyze compensated absences for compliance reporting. (GASB 101)	**N: Functionality cannot be provided.**	Crowe has included reporting time in our proposal. Microsoft Dynamics 365 is a flexible application that can support an organization's compliance needs, but the ultimate responsibility for maintaining compliance resides with the activities and policies of the organization.
Contract Management			
9.01	The system has the ability to control, record, and track contract limits at user-specified levels of detail over the life of the contract.	**S**	
9.02	The system has the ability to encumber only a portion of a contract.	**S**	
9.03	The system has the ability to trigger alerts based on all user-defined thresholds when a certain period of time has elapsed (e.g., 75% of contract period).	**S**	
9.04	The system has the ability to provide notifications of contract renewals based on all user-defined thresholds (i.e., 90 days).	**S**	
9.05	The system has the ability to track certificate of insurance expiration dates with a user defined advanced notice that align with the contract renewals.	**S**	
9.06	The system has the ability to generate a list of contracts available to departments that would allow the users to click on a vendor or commodity to see the associated contract and pricing.	**S**	Microsoft Dynamics 365 does have ways to build reports and lists to display something like a list of contracts by department. Microsoft Dynamics 365 will also alert a user when they select a vendor / commodity code combination that has an existing contract.
9.07	The system has the ability to provide user defined contract terms and condition types.	**S**	Crowe Contract Manager (built on Dynamics platform)
9.08	The system has the ability to maintain contract information (including but not limited to vendor, description, aggregate spend by methods of payment, contract values, and dates).	**S**	
9.09	The system has the ability to support various contract periods, including multiple year contracts (i.e., those that span fiscal and/or calendar years).	**S**	
9.10	The system has the ability to provide user-defined retainage percentage and/or amount for projects and contractors.	**S**	Microsoft Dynamics 365 Project Management & Accounting

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9.11	The system has the ability to track and report expenditures for each individual contract, including budget to actual comparisons by user-defined period (i.e., monthly, quarterly, daily, contract year, fiscal year, contract term, etc.).	**S**	
9.12	Ability to track Leases and all the compliance reporting for Lessee. (GASB 87)	**N**	Microsoft Dynamics 365 does not have GASB 87/96 functionality as a core part of the application. However, Crowe does provide GASB 87/96 services that would include an upload file of GASB 87/96 journal entries. Crowe has include the services as an optional item.
9.13	Ability to track Leases and all the compliance reporting for Lessor. (GASB 87)	**N**	Microsoft Dynamics 365 does not have GASB 87/96 built in functionality. However, Crowe does provide GASB 87/96 services that would include an upload file of GASB 87/96 journal entries. Crowe has include the services as an optional item.
9.14	Ability to track SBITA's and all the compliance reporting. (GASB 96)	**N**	Microsoft Dynamics 365 does not have GASB 87/96 built in functionality. However, Crowe does provide GASB 87/96 services that would include an upload file of GASB 87/96 journal entries. Crowe has include the services as an optional item.
Fixed Assets			
10.01	The system has the ability to track capitalized assets.	**S**	
10.02	The system has the ability to track non-capitalized assets.	**S**	
10.03	The system has the ability to track assets funded by grants.	**S**	Crowe Solution for State and Local Government
10.04	The system has the ability to transfer data from the purchase order to the fixed asset record.	**S**	
10.05	The system has the ability to calculate valuation for fixed assets based on user-defined rules.	**S**	
10.06	The system has the ability to upload attachments to a fixed asset record.	**S**	
10.07	The system has the ability to be in full compliance with GASB requirements.	**S**	
10.08	The system has the ability to set-up work flow routines for at least five different disposal processes (e.g., public auction, online sale).	**S**	
10.09	The system has the ability to link assets in parent-child relationships.	**S**	
10.10	The system has the ability to report depreciation, sortable by existing fields such as by asset, type, general ledger account code or any other field in the asset record.	**S**	
10.11	The system has the ability to track partial retirements and transfer history.	**S**	
10.12	Ability to split assets and dispose of partial assets.	**S**	
10.13	Ability to dispose of a parent or a child asset and not the other.	**S**	
10.14	Ability to setup assets by identifying transactions in GL.	**S**	
10.15	Ability to track WIP (Work in Process) and convert to individual Capital Assets.	**S**	
10.16	Ability for departments to initiate an asset setup when project is completed, notification to finance to complete the asset setup.	**S**	
10.17	Ability to identify Governmental Function of asset and report depreciation by Function. (General Government, Public Safety, Recreation, etc.)	**S**	Assuming governmental function is in the account string
10.18	Ability for departments to initiate a disposal or transfer within the asset module to notify Finance.	**S**	
10.19	Ability for departments to complete a year end audit of asset inventory within the asset module.	**S**	Crowe has built a Fixed Asset Audit Power App (built on the Microsoft Power Platform) that allows users to audit fixed asset on a mobile device using bar codes, uploading pictures, providing an assessment and more. We have **not** included it in our scope but if desired, Crowe and the County can discuss that feature in more detail.
10.20	Ability for comments or pictures to be attached to assets during their life cycle.	**S**	
10.21	Ability to calculate deprecation any time of year and system will catch up if needed for current year only.	**S**	
10.22	Ability to run reports on assets and drill in and see asset cost, asset depreciation YTD and ITD, asset history/comments for each asset in inquiry.	**S**	
10.23	Ability to upload asset history at conversion.	**S**	
General and Technical			
11.01	The system has the ability to import and export data from (or to) standard file formats.	**S**	
11.02	The system has the ability to generate standard letters/notifications/etc. using mail merge.	**S**	
11.03	The system has the ability to import and export data with web services formats.	**S**	
11.04	The system has the ability to support API's (Application Programming Interface) for third-party system integration.	**S**	
11.05	The system has the ability to operate on mobile devices (e.g. tablets, cell phones).	**S**	

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11.06	The system has the ability to support a production, development, and a minimum of three test environments, including the ability to roll back changes.	**S**	All customers are provided, at no additional charge, a Production and Tier 2 environment. The Tier 2 environment is a higher performance non-production environment used for activities such as Test and QA. Customers can license additional Tier 2 and all Tier 1 environments through Microsoft. Tier 1 environments are lower performance environments used for development, with customers having the ability to license as many environments as needed. Please see our pricing proposal for more details.
11.07	The system has the ability to attach files to records in the system with the ability to restrict this functionality and access based on security permissions.	**S**	
11.08	The system has the ability to utilize LDAP (Active Directory) and Single Sign-On (SSO) for user authentication.	**S**	
11.09	The system has the ability to track and report audit changes throughout the system that creates a log of all records maintained.	**S**	
11.10	The system has the ability to provide drop down boxes or other pick list function for data selection.	**S**	
11.11	The system has the ability to search by wild cards, based on security permissions.	**S**	
11.12	The system has the ability to initiate and track the workflow and approval process through the entire system for a variety of processes (e.g., budget, procurement, personnel actions, etc.).	**S**	
11.13	The system has the ability to allow different workflow rules to be established for the general government and schools.	**S**	
11.14	The system has the ability to provide role based security for all modules within the ERP.	**S**	
11.15	The system has the ability to allow properly authorized users to configure and maintain all system settings from any workstation on the local/wide area network.	**S**	
11.16	The system has the ability to have a dashboard or other visualization of data presentation.	**S**	
11.17	The system has the ability to perform ad-hoc reporting on any field or feature.	**S**	
11.18	The vendor has the ability to provide 24x7 support to the County, including standard (8 am - 5 pm ST) and non-standard (evenings or weekends) business hours.	**S**	We have proposed the County subscribe to the Professional Direct level of support for Dynamics. This level of support provides 24x7 access for technical support issues.
11.19	The system has the ability to adhere to the County's security policy, which requires vendors to request for access to the application for trouble shooting.	**S**	Crowe would work with the County before post cutover support to address internal process and how Crowe would request access.
11.20	The system has the ability to adhere to County and State data rentention policies systemwide.	**S**	Microsoft Dynamics does not automatically provide retention policies. However, Microsoft is rolling out system Archiving and Purging functionality which will allow for customers to set up retention schedules. The County would play an active part in supporting compliance.
11.21	The system has the ability to organize and store master data in one centralized location.	**S**	
General Ledger and Financial Reporting			
12.01	The system has the ability to provide fund accounting capability that complies with GAAP and GASB standards.	**S**	
12.02	The system has the ability to produce other compliance reports (i.e., GASB, GAAP, State, Federal reports).	**S**	
12.03	The system has the ability to provide a single chart of accounts file that is referenced by all other system modules.	**S**	
12.04	The system has the ability to either automatically generate or copy chart of account records when creating new funds, departments, and any other reorganizations.	**S**	
The system has the ability to support the following segments in the chart of accounts:			
12.05	"Fund" (at least 4 characters);	**S**	
12.06	"Budget category" (at least 4 characters);	**S**	
12.07	"Cost Center" (at least 5 characters)	**S**	
12.08	"Section" (at least 4 characters)	**S**	
12.09	"Object Code" (at least 4 characters);	**S**	
12.10	"Program" (at least 4 characters)	**S**	
12.11	"Function" (at least 5 characters)	**S**	
12.12	Other user-defined fields.	**S**	
12.13	The system has the ability to import and export journal entries using MS Excel spreadsheets and other user-defined formats.	**S**	
12.14	The system has the ability to attach documents to a journal entry.	**S**	
12.15	The system has the ability to copy an existing journal entry to create a new journal entry.	**S**	
12.16	The system has the ability to have a dashboard or fuel gauge type of data presentation.	**S**	
12.17	The system has the ability to generate automatic balance forward records at fiscal year end.	**S**	
12.18	The system has the ability to produce the County's ACFR statements.	**S**	Microsoft Dynamics 365 can create ACFR financial statements but it does not include a financial book / budget book building function inside. We have integrated with other third party applications if desired.
12.19	The system has the ability to integrate with a system to produce the ACFR statements.	**S**	Yes. We have integrated with other third party applications to send financial and or budget data in order to build financial statements and or ACFR. Crowe assumes that the County would use Dynamics 365 to generate the financial statements

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12.20	The system has the ability to account for capital leases as part of the financial reporting package.	**S**	Microsoft Dynamics 365 does not have GASB 87/96 built in functionality. However, Crowe does provide GASB 87/96 services that would include an upload file of GASB 87/96 journal entries. Crowe has include the services as an optional item.
12.21	The system is compliant with all state, local, and federal reporting requirements.	**S**	Microsoft Dynamics alone cannot comply to reporting requirements. The County would play an active part in compliance.
12.22	Ability to setup Pooled cash and track by fund the payments and receipts.	**S**	
12.23	Ability to create recurring entries and be able to modify prior to posting.	**S**	
12.24	Ability to reverse an entry and provide a future date of reversal. (Need to be able to assign the month to reverse.)	**S**	
Grant Management			
13.01	The system has the ability to track grant application information.	**S**	
13.02	The system has the ability to attach documents to the grant applications.	**S**	
13.03	The system has the ability to track all grants (e.g., Health and Human Services, Etc).	**S**	
13.04	The system has the ability to track any indirect costs associated with a grant.	**S**	
13.05	The system has the ability to support at least 99 different user defined types of grant categories.	**S**	
13.06	The system has the ability to link grants to projects.	**S**	
13.07	The system has the ability to record all grant activity in the general ledger.	**S**	Crowe Solution for State and Local Government
13.08	The system has the ability to track grant activity over the life of the grant.	**S**	
13.09	The system has the ability to track all reimbursement requests through the life of the grant.	**S**	
13.10	The system has the ability to track the value of reimbursement requests to ensure the number does not exceed a grant limit.	**S**	
13.11	The system has the ability to accommodate the upload of information from third-party systems (i.e., MS Excel files).	**S**	
13.12	The system has the ability to generate monthly, quarterly, and annual activity reports by grant or project on-demand for any authorized user.	**S**	
13.13	Ability to track subrecipient monitoring reports.	**S**	
13.14	Ability to track County match as well as which reimbursable expenses have been submitted for reimbursement.	**S**	
13.15	Ability to generate SEFA report.	**S**	
Human Resources			
14.01	The system has the ability to provide an employee central/master file that is the single source of employee records in which all other system modules interact.	**N: Functionality cannot be provided.**	
14.02	The system has the ability to set-up and establish rules, workflows, and track changes for multiple types of Personnel Actions.	**N: Functionality cannot be provided.**	
14.03	The system has the ability to track multiple types of service dates.	**N: Functionality cannot be provided.**	
14.04	The system has the ability to initiate an automated notification to all necessary parties when an employee is terminated, transferred, or reassigned.	**N: Functionality cannot be provided.**	Using Personnel actions and Power automate
14.05	The system has the ability to assign role-based security to a position and/or an individual user to control what employee information is accessible.	**N: Functionality cannot be provided.**	
14.06	The system has the ability to maintain a unique employee number for each person regardless of their employment status within the system and that can be used throughout all areas of the enterprise through transfers among agencies (i.e., termination, reinstatement, retirement).	**N: Functionality cannot be provided.**	
14.07	The system has the ability to support decentralized Personnel Actions, whereby departments initiate Personnel Actions within the system.	**N: Functionality cannot be provided.**	
14.08	The system has the ability to maintain an audit log of all personnel-related transactions and activity.	**N: Functionality cannot be provided.**	
14.09	The system has the ability to transfer an employee to a different department/division or payroll group without re-entering the entire employee file.	**N: Functionality cannot be provided.**	
14.10	The system has the ability to provide a date-based personnel system that allows "personnel/employee actions" to be automatically triggered based upon effective dates.	**N: Functionality cannot be provided.**	
14.11	The system has the ability to run turnover reports for any time period.	**N: Functionality cannot be provided.**	Using Power BI
14.12	The system has the ability to allow departments to submit and HR to process reclassification requests.	**N: Functionality cannot be provided.**	
14.13	The system has the ability to run HR metrics reporting.	**N: Functionality cannot be provided.**	
14.14	The system has a manager self service module.	**N: Functionality cannot be provided.**	
14.15	The system has an HR service request feature, for employee relations request.	**N: Functionality cannot be provided.**	Crowe will build an employee inquiry
Learning Management			

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15.01	The system has the ability to support and manage a blended learning environment (e.g., online, classroom/instructor-led, events, etc.).	**N: Functionality cannot be provided.**	Microsoft Dynamics 365 can establish the course framework employees will use to identify courses, whether that is self-select or from a manager.
15.02	The system has the ability to provide an employee Self-Status dashboard that is easy to navigate, allowing users to see completion requirements visually, upload documentation for approval, etc.	**N: Functionality cannot be provided.**	Microsoft Dynamics 365 does have an employee self service workspace. Users are able to see course objectives, time, location, target audience, upload course completion information, upload documents showing certification, and more.
15.03	The system has the ability to allow for the configuration of the Learning Management System user interface and resources (e.g., course catalog) according to unique organizational structures, or other criteria (e.g., department, role, job titles, functional groups, etc.).	**N: Functionality cannot be provided.**	Microsoft Dynamics 365 has the ability to build a course catalog using a group concept that can mirror department, role, job etc.
15.04	The system has the ability to allow content development through built-in development tools and templates for creating text, graphic, interactive elements and standards-based output.	**N: Functionality cannot be provided.**	Microsoft has a content development tool called Microsoft Viva where organizations can have access to learning management course content and develop content. However, at this time, Microsoft Viva is not available in the Government Cloud. Crowe is working with Microsoft to understand when it will be available in the GCC. Alternatively, Dynamics could integrate with other third party course development tools the County may wish to use
15.05	The system has the ability to support classroom management (creating classrooms and assigning courses, instructors if applicable, locations and resources).	**N: Functionality cannot be provided.**	
15.06	The system has the ability to support making tests or surveys required to complete a course.	**N: Functionality cannot be provided.**	Using questionnaires
15.07	The system has the ability to support content developed using third-party tools.	**N: Functionality cannot be provided.**	The County can use a 3rd party tool to create content and the County can embed links into the course framework in Microsoft Dynamics 365.
Payroll			
16.01	The system has the ability to integrate the Payroll application with the General Ledger to make payroll journal entries.	**N: Functionality cannot be provided.**	Crowe is proposing CEM Business Solution's Time and Attendance solution which naturally works with other Microsoft Dynamics 365 modules.
16.02	The system has the ability to integrate payroll with position tracking.	**N: Functionality cannot be provided.**	
16.03	The system has the ability to establish base payrolls and process time record data for exception pay employees on a weekly, bi-weekly, or monthly basis or any user-defined combination thereof.	**N: Functionality cannot be provided.**	
16.04	The system has the ability to accommodate multiple payroll schedules.	**N: Functionality cannot be provided.**	
16.05	The system has the ability to import timecard data from external systems.	**N: Functionality cannot be provided.**	
16.06	The system has the ability to allow for an extra withholding tax deduction in any amount at the option of the employee for a specified period of time.	**N: Functionality cannot be provided.**	
16.07	The system has the ability to allow the option to manually adjust taxable earnings for W-2 processing based on system permissions, with the ability to provide a full audit trail.	**N: Functionality cannot be provided.**	
16.08	The system has the ability to edit and verify the labor distribution prior to the actual payroll check production with appropriate authorization.	**N: Functionality cannot be provided.**	Crowe will build a report that will display labor distribution prior to processing payroll
16.09	The system has the ability to support spread pay (e.g. employee works 11 months and is paid over 12 months)	**N: Functionality cannot be provided.**	
16.10	The system has the ability to support paying current or in arrears.	**N: Functionality cannot be provided.**	
16.11	The system has the ability to create checks which are not regular payroll but which will be added to the regular payroll run (e.g., longevity, retro, off-cycle).	**N: Functionality cannot be provided.**	
16.12	The system has the ability to run pay, deduction, withheld taxes, and net pay calculations as a "proof" run for review prior to final pay run.	**N: Functionality cannot be provided.**	
16.13	The system has the ability to calculate salary employee effective date step increases, as a result of actions changes (e.g., promotions, demotions, acting appointments, and other actions).	**N: Functionality cannot be provided.**	
16.14	The system has the ability to automatically adjust calculations for mid-pay period salary and employment actions.	**N: Functionality cannot be provided.**	
16.15	The system has the ability to produce W-2 forms in electronic and paper form.	**N: Functionality cannot be provided.**	
16.16	The system has the ability to present/view W-2s via Web Portal by a user with proper security access.	**N: Functionality cannot be provided.**	
16.17	The system has the ability to prepare quarterly 941 report.	**N: Functionality cannot be provided.**	
16.18	The system has the ability to prepare quarterly SUI report.	**N: Functionality cannot be provided.**	
16.19	The system has the ability to prepare quarterly Multiple Worksite report. (Multi-state reporting)	**N: Functionality cannot be provided.**	
16.20	The system has the ability to generate employee benefit letters including total annual compensation. (including wages paid and all benefits)	**N: Functionality cannot be provided.**	
16.21	The system has the ability to track and withhold multiple wage attachments (garnishments, tax levies, child support orders, etc.) and setup maximum amounts.	**N: Functionality cannot be provided.**	
16.22	Ability to track employee receivable for benefits due while on LWOP.	**N: Functionality cannot be provided.**	
16.23	Ability to spread this reimbursement over options to payback and setup maximum reimbursement so it is not a manual tracking of when to turn this reimbursement off.	**N: Functionality cannot be provided.**	

Availability of Functionality			
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Response Indicators:			
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F: *Functionality will be available in a future software release within the next 12 months.*			
C: *Functionality is not included in the current software release and is not planned to be a part of a future software release within the next 12 months; however, this functionality could be provided with custom modifications.*		***N:*** *Functionality cannot be provided.*	
16.24	Ability to turn off benefit deductions on a off cycle check or advance for new hires.	**N: Functionality cannot be provided.**	
Performance Reviews			
17.01	The system has the ability to allow for the entry and maintenance of employee performance reviews (orientation period and on-going) utilizing multiple schedules.	**N: Functionality cannot be provided.**	
17.02	The system has the ability to provide multi-step workflow for review and approval of performance evaluations.	**N: Functionality cannot be provided.**	
17.03	The system has the ability to provide self-, peer- or "360" evaluation functionality.	**N: Functionality cannot be provided.**	Out of the box there is self and manager review. Crowe will enhance Dynamics 365 to allow peer review.
17.04	The system has the ability to trigger e-mail notification for an evaluation based on a user-definable amount of time prior to due date.	**N: Functionality cannot be provided.**	
17.05	The system has the ability to integrate employee performance review documentation with employee development information (including employees' Individual Development Plan, or IDP).	**N: Functionality cannot be provided.**	Microsoft Dynamics 365 has performance journals and reviews that can be used as individual development plans and performance reviews respectively.
17.06	The system has the ability to track multiple orientation (probation) periods and performance review schedules separately by position and employee.	**N: Functionality cannot be provided.**	
17.07	The system has the ability to record a variety of performance ratings (e.g., alpha and numeric scales).	**N: Functionality cannot be provided.**	
17.08	The system has the ability to accommodate multiple milestone dates in a performance review and development plan schedules (e.g. planning, quarterly, midterm, end-of-term).	**N: Functionality cannot be provided.**	
17.09	The system has the ability to attach documents to the performance review.	**N: Functionality cannot be provided.**	
17.10	The system has the ability to execute multiple competency models and rating scales by department, cost center, and/or role.	**N: Functionality cannot be provided.**	
17.11	The system has the ability to track employee goals and incorporate them into performance appraisals.	**N: Functionality cannot be provided.**	
Project Accounting			
18.01	The system has the ability to track project activities in a project sub ledger.	**S**	
18.02	The system has the ability to transfer funding sources from one project to another project if the project is complete and under budget pending workflow approval.	**S**	Crowe Solution for State and Local Government
18.03	The system has the ability to track expiration dates associated with a project.	**S**	
18.04	The system has the ability to support multi-year projects, at least 20 years in length.	**S**	
18.05	The system has the ability to support parent/child relationships for projects and sub-projects.	**S**	
18.06	The system has the ability to store an unlimited number of project templates.	**S**	
18.07	The system has the ability to accommodate projects occurring across multiple funds and departments, down to a specific GL number.	**S**	
18.08	The system has the ability to track any indirect costs associated with a project.	**S**	
18.09	The system has the ability to accommodate the upload of information from third-party systems (i.e., MS Excel files).	**S**	
18.10	The system has the ability to track all reimbursement requests through the life of the grant or project.	**S**	
18.11	The system has the ability to generate monthly, quarterly, and annual activity reports by grant or project on-demand for any authorized user.	**S**	
Purchasing			
19.01	The system has the ability to accommodate a centralized purchase requisition process.	**S**	
19.02	The system has the ability to drill-down to supporting documents or transactions throughout the purchasing application/module.	**S**	
19.03	The system has the ability to provide real time access to account numbers and available balances at any time during the process.	**S**	
19.04	The system has the ability to notify the requisitioner whenever a change has been made to the requisition/PO.	**S**	
19.05	The system has the ability to verify funding availability from a department's budget at the time of a requisition, purchase order, or modification.	**S**	
19.06	The system has the ability to generate a list of contracts available to departments that would allow the users to click on a vendor or commodity to see the associated contract and pricing.	**S**	Microsoft Dynamics 365 does have ways to build reports and lists to display something like a list of contracts by department. Microsoft Dynamics 365 will also alert a user when they select a vendor / commodity code combination that has an existing contract.
19.07	The system has the ability to support electronic workflow to support a paperless requisition approval process of user-defined levels of approval and routing capabilities, including mobile capabilities.	**S**	
19.08	The system has the ability to give all system users visibility into the status of the procurement and where it is in the workflow and procurement stage at any point in the process, based on County-defined rules.	**S**	

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19.09	The system has the ability to accommodate recurring requisitions.	**S**	Microsoft Dynamics 365 has a copying function that can create recurring purchase requisitions. However, this is not automatic, a user would have to select the appropriate template to copy.
19.10	The system has the ability to attach scanned documents to an electronic requisition, for viewing.	**S**	
19.11	The system has the ability to convert requisitions to a purchase order.	**S**	
19.12	The system has the ability for all attached documentation to carry forward when a requisition is converted to a purchase order.	**S**	
19.13	The system has the ability to carry description (content the vendor should be able to view) made on the requisition forward to the purchase order.	**S**	
19.14	The system has the ability to automatically assign a unique purchase order number sequentially, with a minimum of 9 alphanumeric characters.	**S**	
19.15	The system has the ability to support the use of commodity codes.	**S**	
19.16	The system has the ability to encumber funds upon approval of the purchase requisition and issuance of the purchase order.	**S**	
19.17	The system has the ability to allow PO's to be open in multiple years. (PO Rollover process reversable or needed?)	**S**	
Time and Attendance			
20.01	The system has the ability to provide audit trail reporting of all data entry, changes and deletions by user, date, time and workstation.	**N: Functionality cannot be provided.**	Crowe is proposing CEM Business Solution's Time and Attendance solution that seamlessly integrates with Microsoft Dynamics 365.
20.02	The system has the ability to enter time in multiple ways (e.g., manual entry at a workstation, mobile device, time clock entry).	**N: Functionality cannot be provided.**	
20.03	The system has the ability to record employee's approval of a timesheet.	**N: Functionality cannot be provided.**	
20.04	The system has the ability to require online approval of time by managers.	**N: Functionality cannot be provided.**	
20.05	The system has the ability to process and approve timesheets and time reports in a decentralized and electronic format.	**N: Functionality cannot be provided.**	
20.06	The system has the ability to track activity codes for time entry purposes.	**N: Functionality cannot be provided.**	
20.07	The system has the ability to separate exception based and non-exception based time entry in order to accommodate for the varying types of employees at the County and to better track projects and grants.	**N: Functionality cannot be provided.**	
20.08	The system has the ability to route (through workflow) timecards to multiple managers for review, edit, and approval (i.e., in instances where employee has worked for multiple managers).	**N: Functionality cannot be provided.**	
20.09	The system has the ability to allow staff with the appropriate security permissions to make edits to the timesheet data after sign-off.	**N: Functionality cannot be provided.**	
20.10	The system has the ability for an employee to record time for multiple positions as a result of a mid-period transfer.	**N: Functionality cannot be provided.**	
20.11	The system has the ability to support advance scheduling (weekend shifts, on call hours, Police schedules, etc.)	**N: Functionality cannot be provided.**	
20.12	The system has the ability to provide a user interface to schedule work time.	**N: Functionality cannot be provided.**	
20.13	The system has the ability to provide a user interface to request and schedule time off.	**N: Functionality cannot be provided.**	
20.14	The system has the ability to allow an employee to indicate their future availability.	**N: Functionality cannot be provided.**	Employees can request for Leave for future dates
20.15	The system has the ability to notify employee/approvers of timecard errors. The system must be able to send additional e-mail alerts escalating the issue to higher level individuals or designated backup individuals.	**N: Functionality cannot be provided.**	Crowe will work with the Douglas County team to customize the rules for alerts and escalations
20.16	The system has the ability to capture and track leave for multiple leave types on the same day or a range of days.	**N: Functionality cannot be provided.**	
20.17	The system has the ability to provide a web-interface for time off request submittal by employees (vacation time, comp time, planned sick time, holiday special).	**N: Functionality cannot be provided.**	
20.18	The system has the ability to maintain leave accrual schedules, containing leave type and accrual rates.	**N: Functionality cannot be provided.**	
20.19	The system has the ability to show accrual balances in real time in the employee timecard.	**N: Functionality cannot be provided.**	
20.20	The system has the ability to generate "canned" reports that users may run with limited options of input values.	**N: Functionality cannot be provided.**	